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Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

Budget for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic for the period from 1 July 2018 to 30 June 2019

Report of the Secretary-General

Contents

		Page
I.	Mandate and planned results	5
	A. Overall	5
	B. Planning assumptions and mission support initiatives	5
	C. Regional mission cooperation	14
	D. Partnerships, country team coordination and integrated missions	14
	E. Results-based-budgeting frameworks	15
II.	Financial resources	70
	A. Overall	70
	B. Non-budgeted contributions	71
	C. Efficiency gains	71
	D. Vacancy factors	71
	E. Contingent-owned equipment: major equipment and self-sustainment	72
	F. Training	73
	G. Disarmament, demobilization and reintegration and repatriation	74
	H. Weapons and ammunition management	75
	I. Other programmatic activities	76

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J. Quick-impact projects 78

III. Analysis of variances 80

IV. Actions to be taken by the General Assembly 84

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 70/286 and 71/299, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly 85

A. General Assembly 85

B. Advisory Committee on Administrative and Budgetary Questions 88

Annexes

I. Definitions 89

II. Organization charts 91

Map 93

Summary

The present report contains the budget for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) for the period from 1 July 2018 to 30 June 2019, which amounts to $945,532,600.

During the period from 1 July 2018 to 30 June 2019, MINUSCA will implement the overall strategic objective mandated by the Security Council in its resolution 2387 (2017). The Mission, through its overarching political strategy, will focus its efforts on core peacekeeping activities related to the protection of civilians; the provision of good offices and support to the peace process, including national reconciliation, social cohesion and transitional justice; the facilitation of the creation of a secure environment for the immediate, full, safe and unhindered delivery of humanitarian assistance; and the protection of the United Nations.

The proposed budget provides for the deployment of 169 military observers; 11,481 military contingent personnel, inclusive of an additional 900 troops authorized by the Security Council; 400 United Nations police officers; 1,680 formed police unit personnel; 704 international staff; 610 national staff; 210 United Nations Volunteers; and 108 government-provided personnel.

The total resource requirements for MINUSCA for the financial period from 1 July 2018 to 30 June 2019 have been linked to the objective of the Mission through a number of results-based frameworks, organized according to components (security, protection of civilians and human rights; support to political, peace and reconciliation processes; fight against impunity, and support for the extension of State authority and rule of law; and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management of the Mission, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars, budget year is from 1 July to 30 June)

Category	*Expenditures (2016/17)*	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	417 275.5	437 006.6	487 538.5	50 531.9	11.6
Civilian personnel	183 293.4	160 668.1	203 824.1	43 156.0	26.9
Operational costs	271 047.2	285 125.3	254 170.0	(30 955.3)	(10.9)
Gross requirements	**871 616.1**	**882 800.0**	**945 532.6**	**62 732.6**	**7.1**
Staff assessment income	12 328.8	11 933.9	14 726.7	2 792.8	23.4
Net requirements	**859 287.3**	**870 866.1**	**930 805.9**	**59 939.8**	**6.9**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**871 616.1**	**882 800.0**	**945 532.6**	**62 732.6**	**7.1**

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*Temporary positions*[c]	*United Nations Volunteers*	*Government-provided personnel*	*Civilian electoral observers*	*Total*
Executive direction and management											
Approved 2017/18	–	–	–	–	119	102	2	41	–	–	**264**
Proposed 2018/19	–	–	–	–	116	85	–	37	–	–	**238**
Security, protection of civilians and human rights											
Approved 2017/18	169	10 537	400	1 680	57	30	9	31	108	–	**13 021**
Proposed 2018/19	169	11 437	400	1 680	56	30	–	27	108	–	**13 907**
Support to political, peace and reconciliation processes											
Approved 2017/18	–	–	–	–	63	10	–	32	–	–	**105**
Proposed 2018/19	–	–	–	–	56	10	–	24	–	–	**90**
Fight against impunity, and support for the extension of State authority and rule of law											
Approved 2017/18	–	–	–	–	56	123	–	17	–	–	**196**
Proposed 2018/19	–	–	–	–	49	111	–	13	–	–	**173**
Support											
Approved 2017/18	–	44	–	–	463	421	38	133	–	–	**1 099**
Proposed 2018/19	–	44	–	–	427	374	–	109	–	–	**954**
Total											
Approved 2017/18	169	10 581	400	1 680	758	686	49	254	108	–	14 685
Proposed 2018/19	169	11 481	400	1 680	704	610	–	210	108	–	15 362
Net change	–	**900**	–	–	**(54)**	**(76)**	**(49)**	**(44)**	–	–	**677**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Professional Officers and national General Service staff.
[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) was established by the Security Council in its resolution 2149 (2014). In its resolution 2301 (2016), the Council decided that MINUSCA would comprise an authorized troop ceiling of 10,750 military personnel, including 480 military observers and military staff officers; 2,080 police personnel, including 400 individual police officers; and 108 corrections officers.

2. The most recent extension of the mandate was authorized by the Security Council in its resolution 2387 (2017). The Council extended the mandate to 15 November 2018 and decided to authorize an increase of 900 military personnel in order to increase the Mission's flexibility and mobility to improve the efficient implementation of its full mandate and, in particular, the protection of civilians task, resulting in an authorized troop ceiling of 11,650 military personnel, including 480 military observers and military staff officers; 2,080 police personnel, including 400 individual police officers; and 108 corrections officers.

3. The Mission is mandated by the Security Council in its resolution 2387 (2017) to help the Council achieve an overall strategic objective, namely to support the creation of conditions conducive to the sustainable reduction of the presence of, and threat posed by, armed groups through a comprehensive approach and a proactive and robust posture, without prejudice to the basic principles of peacekeeping.

4. As part of that overall objective, during the budget period MINUSCA will contribute to a number of expected accomplishments by delivering the related key outputs presented in the frameworks below, which are organized according to four components: security, protection of civilians and human rights; support to political, peace and reconciliation processes; fight against impunity, and support for the extension of State authority and rule of law; and support.

5. The expected accomplishments would lead to the fulfilment of the objectives of the Security Council within the anticipated lifetime of the Mission and the indicators of achievement provide a measurement of progress towards such accomplishments during the budget period. The human resources of MINUSCA in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management of the Mission, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared with the approved budget for the 2017/18 period, are explained under the respective components.

6. Mission headquarters, located in Bangui, is currently supporting 89 sites across the country. Locations include Bangui, 11 field offices with civilian, police and military units and other field locations consisting of military and police units.

B. Planning assumptions and mission support initiatives

7. MINUSCA has contributed to a number of key political milestones in the Central African Republic over the past two years. The end of the political transition in March 2016 was followed by the establishment, adoption and implementation of the donor-supported National Recovery and Peacebuilding Plan in 2017, which represents the State's framework for partnership and short- to medium-term development. In July 2017, the African Initiative for Peace and Reconciliation was

formally endorsed by the Government and countries in the region, with the adoption of an integrated road map for peace and national reconciliation under the facilitation of the African Union and the Economic Community of Central African States (ECCAS).

8. The African Initiative for Peace and Reconciliation unifies all previous initiatives for peace, is based on principles of strong national ownership and the legitimacy of the constitutional system and is consistent with the aspirations of Central Africans as expressed in the outcomes of the Bangui Forum on National Reconciliation in May 2015. The Government has adopted a national strategy for the restoration of State authority, a national security policy and a national strategy for security sector reform, and a reform plan for the internal security forces (police and gendarmerie) has been validated. Although agreement has yet to be reached on a national disarmament, demobilization and reintegration programme, a pilot project has been successfully conducted, as have extensive community violence reduction programmes. Progress has also been made in the operationalization of the Special Criminal Court, which remains a critical tool for fighting impunity in the Central African Republic. At the same time, governance structures remain weak, particularly outside Bangui, which affects the implementation of those processes and of the National Recovery and Peacebuilding Plan, which is the cornerstone of the country's socioeconomic recovery strategy.

9. In addition, MINUSCA has protected civilians and reduced the presence and activity of armed groups through successful operations in Bambari, Bangassou and Bocaranga. The operation in Bambari has been successful in sustainably restoring security, enabling the progressive deployment of State authority to the area and allowing development initiatives to take root. The Government has now assumed ownership of the operation, with the support of MINUSCA, establishing a precedent for future operations. However, the security situation has not improved in many parts of the country, and political progress has been slower than many stakeholders had anticipated, including Central Africans themselves. The localized, fragmented nature of the conflict and the disparate nature of the armed groups, many of whom are motivated by economic interests, are evident challenges to a comprehensive peace process.

10. Although the successful democratic elections in 2015/16 presented the opportunity to consolidate and strengthen peace in the country, State capacity remains extremely low and is primarily focused on Bangui. In particular, the lack of capacity of the internal security forces remains a pressing challenge to the stability of the country. Armed groups continue to threaten civilians, illicitly exploit natural resources, undermine security and the rule of law and challenge the access of the Government to and authority over large parts of the country. Those political and capacity challenges have limited the ability of the Government to resolve local conflicts, launch effective and large-scale recovery activities and constrain the presence and activity of armed groups. Ongoing instability is exacerbated by weak social cohesion and a deep-rooted sense of marginalization among certain communities, particularly those in the isolated and sparsely populated east, where public administration and State infrastructure, including internal security forces, remain severely limited or absent and where access to humanitarian assistance by Central Africans in need is also severely limited.

11. Since the start of the 2017/18 reporting period, the efforts of MINUSCA to stabilize the security situation outside Bangui have been impeded in some parts of the country, particularly in the east, by growing sectarian violence and the risk of ethnic cleansing, accompanied by incendiary rhetoric that has heightened the risk of mass atrocities. The dynamics of the conflict are compounded by intercommunal violence along ethnic and religious lines, with the Muslim population becoming increasingly

stigmatized as "foreign". Competition over control of territory and access to natural resources has led, on the one hand, to further fragmentation of armed groups and, on the other, to the emergence of opportunistic alliances among armed factions. As a consequence, violence has expanded geographically during the reporting period, particularly to the south-east, a region previously spared from conflict. The evolving nature of the conflict has had a substantial negative impact on civilians, humanitarian actors and MINUSCA peacekeepers, all of whom have suffered from increased attacks.

12. Recent violence has resulted in additional humanitarian needs and has further displaced populations within the country. From January to October 2017, the number of internally displaced persons increased by 50 per cent to more than 600,000. The number of refugees also increased during the period, reaching more than 530,000 by October 2017. That situation has been aggravated by the direct targeting of international actors, in particular aid workers, some of whom have been forced to suspend their activities in the field. The spiral of violence has also led to the loss of life of peacekeepers in 2017 and a shift in public opinion against the Mission in some areas, causing an additional challenge to the implementation of its mandate.

13. It is anticipated that areas of the country will remain outside the control of the Government and therefore subject to upsurges in violence, while the borders will remain very porous. Areas of the country under the control of the Government will also continue to face security challenges caused by widespread criminality, localized militias and popular unrest related to socioeconomic grievances.

14. The assumptions underlying the planned activities of the Mission for the 2018/19 period include:

(a) A political process that demonstrates limited but tangible progress in some parts of the country by the beginning of the 2018/19 period, and which prevents a further spread of violent clashes and attacks on civilians;

(b) Limited progress in Government efforts to advance inclusiveness in political processes and reconciliation among communities in some parts of the country, particularly at the local level. Those efforts, along with local dialogue and negotiations supported by MINUSCA, would establish the environment for a progressive extension of State authority in areas that have been stabilized from a security standpoint during the remainder of 2018, creating opportunities for prefects and sub-prefects to expand local governance;

(c) Active Government engagement in political dialogue with armed groups and other Central African constituencies as part of their collaboration with the African Initiative for Peace and Reconciliation, and with the support of subregional partners, MINUSCA, relevant United Nations specialized agencies, funds and programmes and other partners;

(d) A fragile, volatile security situation that nonetheless begins to gradually improve in parts of the country, with the Government engaging in dialogue with parties to the conflict and community leaders on the development of political and security strategies for the protection of civilians, which would involve MINUSCA, relevant United Nations specialized agencies, funds and programmes and other partners;

(e) As security improves, development partners support the Government to foster economic and social progress in the prefectures, through the implementation of the National Recovery and Peacebuilding Plan and multilateral and bilateral agreements designed to improve the infrastructure of the country and provide basic services to the population;

(f) Progress in efforts to reform and operationalize national defence and internal security forces, which are critical to stabilization and the sustainable extension of State authority, building on the adoption of the national defence plan in September 2017, as well as the five-year national police and gendarmerie capacity-building and development plan in November 2016 (national capacity-building and development plan for internal security forces);

(g) Continued improvement in support for basic human rights in the Central African Republic and, in some areas, the establishment of conditions for the voluntary, safe and sustainable return of displaced persons and refugees to their communities of origin;

(h) The Special Criminal Court, with the support of the Government of the Central African Republic, will have launched several investigations by the end of 2018 and some individuals suspected of committing serious crimes will have been arrested and detained, and will be prosecuted by the Special Criminal Court as well as by the ordinary courts. Several initial prosecutions will commence during the 2018/19 period. The Central African authorities will have selected 300 national corrections officers, as part of demilitarization efforts by the prisons system;

(i) The Government will continue to develop and implement key national reforms with support from the Mission and international development partners, aimed at, in particular, developing the judicial system and expanding access to justice, which will become more accessible to citizens, including those outside Bangui.

Main priorities of the Mission

15. To achieve its strategic objective, the Mission has been mandated to focus on four priorities: protection of civilians; good offices and support to the peace process, including national reconciliation, social cohesion and transitional justice; facilitation of the creation of a secure environment for the immediate, full, safe and unhindered delivery of humanitarian assistance; and the protection of the United Nations.

16. In addition to those priority tasks, MINUSCA is mandated to, within its capacities and resources and in coordination with the Government of the Central African Republic and other partners, focus on the following six interrelated, secondary tasks in a prioritized and sequenced phased manner: support for the extension of State authority, the deployment of security forces and the preservation of territorial integrity; security sector reform; disarmament, demobilization, reintegration and repatriation and community violence reduction; promotion and protection of human rights; support for national and international justice, the fight against impunity and the rule of law; and support for Government efforts to combat illicit exploitation and trafficking of natural resources.

17. Taking into consideration the mandate of the Mission and the above assumptions, the Mission will strive to progress towards its strategic objective, reverse the spread of violence in the Central African Republic, preserve territorial integrity and help the Government address the political and security challenges of the country by focusing its activities on the following three interrelated thematic components, and on the priorities identified therein.

Security, protection of civilians and human rights

18. As a matter of the highest priority, and as indicated in the mandate of the Mission, MINUSCA will work to improve the security environment in the Central African Republic and enhance the protection of civilians and United Nations personnel, and will facilitate the delivery of humanitarian assistance by establishing an improved security environment through strengthened early warning and prevention

mechanisms together with national authorities and partners. The Mission will implement a Mission-wide protection of civilians strategy to prevent the spread of violent conflict and attacks on civilians, using multidisciplinary teams to reinforce local capacities for conflict resolution, and will further develop its capacity to protect peacekeepers while responding to emerging threats.

19. That strategy will be supported by the additional 900 military personnel and the reallocation of military and police components. Those adjustments will provide for increased flexibility intended to support the continued shift of the Mission from containment of the security situation to a more proactive, robust and mobile posture in order to reverse the deterioration of security observed in 2017. In that regard, MINUSCA will continue to deploy forces, both military and police, across its area of operations, working in conjunction with the national defence and internal security forces increasingly present throughout the country. To strengthen the ability of all Mission components to carry out the mandate for protection of civilians, the Mission will improve its situational awareness through improved collection and analysis of integrated information, which will enable it to more effectively anticipate, prevent and respond proactively to rapidly evolving situations. The Mission will actively seek the involvement of national and local authorities, humanitarian actors and development partners in the implementation of protection of civilians, utilizing the principle of comparative advantage, and will gradually reinforce the capacity of national and local authorities to uphold their primary responsibility to provide security and protect the civilian population. That will permit the progressive transfer of responsibility for security and protection of civilians to the local authorities. In parallel, through the integrated presence of military, police and relevant civilian components of the Mission, MINUSCA will continue to support the Government in creating and maintaining a secure environment for the civilian-led delivery of humanitarian assistance and the sustainable and voluntary return or resettlement of internally displaced persons and refugees.

20. In addition, the Mission will work to improve the protection and promotion of human rights in the country, with a specific focus on women and children. The Mission will monitor, help with, investigate and report all violations of international humanitarian law and human rights, including all forms of sexual violence and abuse committed against women and children, and strengthen national and local capacities in that area.

Support to political, peace and reconciliation processes

21. The road map of the African Initiative for Peace and Reconciliation, which was adopted under national leadership and backed by all key stakeholders, offers an opportunity for the provision of more coherent and effective support to the peace process and the establishment of sustainable peace in the Central African Republic. The road map aims to create a reduction in violence, a sustained reduction in armed group activity and the progressive extension of State authority throughout the country. Therefore, the Mission will provide support for mechanisms that advance national reconciliation, improve social cohesion and support local and national dialogue and negotiation and local conflict resolution in the framework of the Initiative. MINUSCA will prioritize its support for inclusive political dialogue in partnership with the African Union and under the leadership of the Government and the panel of facilitators of the Initiative.

22. The Mission will work with the African Initiative for Peace and Reconciliation and other stakeholders to support the efforts of the Government at the national and local levels and support the increased participation of political parties, civil society and women. Together with partners, MINUSCA will help ensure that national and local processes produce broadly accepted security and political arrangements, which

could include ceasefires, disarmament and administrative mechanisms that recognize the diversity of the country. MINUSCA will also use its good offices to secure political commitment for the holding of local and senatorial elections to assist with strengthening political processes, and support the decentralization and devolution of power.

23. With regard to the political and peace processes, the Mission, in coordination with partners, will support national authorities in the implementation of security sector reform and stabilization measures, and lead the provision of support to the Government as it implements its national capacity-building and development plan for internal security forces. The military and police personnel of the Mission will provide limited capacity-building and operational support for the progressive deployment of the internal security forces and Central African armed forces, in accordance with the human rights due diligence policy, so that the security and defence forces may progressively take on responsibility for the security of the country. The Mission will work in close coordination with other partners, including the European Union Military Training Mission in the Central African Republic, who will retain primary responsibility for training the Central African armed forces.

24. In addition, MINUSCA will continue to support the disarmament, demobilization and reintegration of armed group elements. However, in the absence of a political agreement with all armed groups on a national disarmament, demobilization and reintegration programme, the Mission will focus on supporting the national authorities with the development and implementation of a national community violence reduction strategy that will reduce incentives to participate in violent conflict in the immediate and near-term and create opportunities for political dialogue at the national and local levels.

25. Political, peace and reconciliation processes will only progress with adequate transitional justice mechanisms that seek redress for victims, accountability for the perpetrators of grave crimes and the promotion of social cohesion. MINUSCA will therefore prioritize its support to national authorities in addressing transitional justice, including through the provision of policy and technical advice on the design and implementation of a gender-sensitive transitional justice strategy based on principles of human rights.

Fight against impunity, and support for the extension of State authority and rule of law

26. The Mission will support progress towards the extension of State authority and rule of law in the near-term, including with the support of development partners. That will include efforts to support the effective functioning of justice and corrections institutions and the operationalization of the Special Criminal Court to fight impunity in the Central African Republic. Peace can only be sustainable with the extension of State authority beyond Bangui. MINUSCA will therefore support the progressive extension of State authority and the establishment of the rule of law in strategic geographical areas throughout the country to address the root causes of conflict and prevent a relapse into wide-scale conflict. The Mission will focus on immediate, short- and medium-term priorities, while handing over longer-term activities to national authorities and relevant United Nations country team and development partners. In particular, and within its capacity and consistent with its main priorities, the Mission will support the efforts of national authorities and partners to improve the presence and functioning of judicial and penitentiary institutions and strengthen the management of natural resources.

27. Together, the above tasks under the key components will help the Mission achieve its strategic objective by reducing the perceived legitimacy of armed groups

and limiting their influence and by addressing root and proximate causes of conflict in the Central African Republic.

28. To support the strategic priorities and objectives outlined above, the Mission will continue to implement a robust communications and outreach strategy across the country to improve engagement with Central Africans, strengthen and safeguard the reputation of the United Nations in the Central African Republic and ensure that the responsibilities and activities of the Mission are well understood. The Mission will continue to use radio and other tools to inform citizens, parties to the conflict, regional and international actors and other stakeholders of the role of MINUSCA in the Central African Republic and the activities it is undertaking. The communications strategy will be tailored to the unique profiles of the diverse communities, with an initial focus on high-risk areas, and will support the efforts of MINUSCA to promote dialogue and consultation at the local level. The Mission will also mainstream community engagement across its activities, taking a community-based approach to peacekeeping. A particular focus will be placed on engaging women, youth and other marginalized groups to better understand their perceptions, needs and expectations, and enhance their participation in decision-making at the local level and as stakeholders in the broader political process.

29. The Mission will continue to support the implementation of its mandated tasks through programmatic activities and implementing partners, taking into consideration partners who are taking on additional tasks in the Central African Republic. Activities comprise: (a) conducting community engagement initiatives that will contribute to the reduction of armed groups, support reconciliation and help better protect civilians; (b) conducting disarmament, demobilization and reintegration and community violence reduction activities in priority areas to advance peace and security; (c) providing capacity-building and support to national stakeholders tasked with security sector reform, as well as to the internal security forces, and to national authorities involved in weapons and ammunitions management in order to promote security and the restoration of State authority; (d) training and equipping prison and corrections officers, equipping prisons and providing support for the implementation of the national strategy to demilitarize and strengthen the Central African penitentiary system; (e) training, mentoring and providing logistical support to national judicial authorities, and supporting the operationalization of the Special Criminal Court; and (f) conducting training sessions and workshops and providing other support to national authorities with regard to the protection and promotion of human rights, strengthening national accountability mechanisms and the fight against impunity.

30. In addition, the Mission will continue to combat sexual exploitation and abuse, building on the measures that have been introduced in previous years, and which have led to a reduction in reported cases.

31. The budget proposal for the 2018/19 period includes changes to the staffing establishment of the Mission in line with updated mandate set out by the Security Council in its resolution 2387 (2017), and reflects a realignment of its civilian staffing establishment to efficiently and effectively fulfil priority tasks and support the geographical priorities of the Mission, taking into account the comparative advantages of its partners on the ground and the particularities of the local context. The proposed staffing requirements of the Mission in Bangui and the field offices, as well as in each component and substantive area, reflect its focused mandate in terms of both activities and geographical prioritization, compared with the mandate set out by the Council in its resolution 2301 (2016).

32. MINUSCA proposes a reduction in its overall civilian staffing levels in the light of the increased focus of the Mission on core peacekeeping activities, the enhanced geographical prioritization of its mandate and the revised field office structure in the

area of operations of the Mission, the progress the Mission has made in some substantive areas, the support for the establishment of the Mission, as demonstrated by its performance in recent periods, and the ability of its partners to take on greater roles. In line with more focused mandates in the areas of human rights, disarmament, demobilization and reintegration, security sector reform and justice and corrections, and in line with operational and support requirements, the relevant staffing establishment for all components has been streamlined. The proposed staffing establishment reflects the assessment of Mission leadership, following a strategic review and consultation with Headquarters, as to the appropriate level, composition and structure of staff for the 2018/19 period, commensurate with the scope and scale of the responsibilities and operations required for the implementation of the new mandate in the most responsive, effective and efficient manner.

33. To facilitate support to the Government of the Central African Republic with regard to identified priorities in targeted geographic areas, MINUSCA will restructure its field offices using a three-tiered approach. As indicated in paragraph 32, personnel levels will contract, and the tiered structure will be supported by a more flexible approach to civilian operations, in which the Mission will increase the deployment of mobile and integrated teams of civilian personnel to supplement ongoing work or to address emerging challenges as they arise across various locations, including locations without a civilian personnel presence. The field offices located in Bouar, Kaga Bandoro and Bria represent tier one offices, which are areas of principal population centres and where the sector headquarters of the Mission's force are located. It is anticipated that the region will continue to require extensive support with regard to local mediation and reconciliation, in particular in Bria and Kaga Bandoro, where complicated conflict and political dynamics necessitate a more direct approach to implementing the mandate of the Mission. The tier two offices will be maintained as smaller offices in Bambari, Bangassou and Bossangoa, which have similarly complex dynamics. At those locations, the Mission will continue to focus efforts and resources on promoting reconciliation and creating a sustainable, secure environment that can be handed over in stages to national and local authorities, including the defence and internal security forces to protect vulnerable populations. The field offices located in Berberati, Birao, Ndélé, Obo and Paoua represent the tier three offices and are areas with lower levels of active conflict. The tier three offices will function as political offices where the Mission will seek to facilitate the sustainable restoration of State authority and increased activity from partners, including the United Nations country team, to support development. Civilian and military personnel will be deployed to those locations as changes to the security context require, or as needed for mandate implementation.

34. The restructuring of the field offices will enable the Mission to focus its substantive components on priority tasks and better respond to the environment throughout the Mission area of operations, while streamlining the role of the heads of office and field coordination, as well as reducing the presence of political affairs, human rights, disarmament, demobilization and reintegration and justice and corrections personnel in the field. Given that the Mission requires a political presence in those locations to support the Government with the extension of State authority, and that interim support is needed to facilitate the more sustainable return of development partners, the remaining political affairs, human rights and civil affairs personnel will form small, focused teams. In addition, the Mission proposes the abolishment of 31 posts from the national category, which have remained vacant for more than two years owing to the lack of national capacity, particularly in those areas of the country affected by long-term conflict. Efforts to recruit national personnel with the requisite skills in population centres where they could be available will continue to be explored.

35. The Mission Support Division will continue to provide core services throughout the area of operations of the Mission and continue to manage the supply chain, taking into consideration the streamlined sector and field office structure and its consequent impact on staffing capacity requirements, and the additional authorized military personnel level. MINUSCA will continue to maintain a mobile posture for military and police operations to effectively respond to emerging threats, utilizing the increased number of troops and the reconfiguration and consolidation of the military and police personnel already deployed. Diesel hybrid power systems and stand-alone photovoltaic systems will be installed to reduce dependency on fossil fuels. Requirements for medical and casualty evacuation will be supported with an existing contingent-owned aircraft in the air fleet of the Mission, which will be equipped with the technical capability to extract patients within the shortest possible time at a lower cost compared with the current commercial aircraft.

36. The major construction programme planned for the 2018/19 period consists of (a) the construction of standard accommodations for the additional 900 military personnel; (b) the continuation of standard accommodations for existing uniformed personnel and some civilian personnel; (c) the alteration and renovation of the Mission and sector headquarters and field offices; (d) the installation of adequate incinerators for solid waste management across the area of operation of the Missions; (e) the remediation of the existing landfill site in Bangui; and (f) the continuation of drilling and installing water wells, for which local labour and materials will be used to the extent possible, taking into consideration the benefits to the local community and economy. Military engineers will continue to be deployed throughout the area of operations, including to Sector East, to work on minor construction projects and ensure the mobility of troops, as well as to conduct explosive ordnance disposal, when specified in the memorandum of understanding. Provision of logistical services will be enhanced to facilitate the operational activities of mobile contingent forces, particularly in areas inaccessible by road.

37. MINUSCA will continue to implement a comprehensive environmental programme that addresses the environmental impact of its operations. Environmental initiatives that began during the 2016/17 financial period with activities for compliance monitoring and improved reporting of environmental performance metrics are expected to continue during the 2018/19 period. MINUSCA will continue to focus on waste management projects in line with the solid waste master plan developed by the Rapid Environment and Climate Technical Assistance Facility team in September 2017, which includes the installation of waste management equipment across the Mission to compost and incinerate solid and hazardous waste in the absence of Government-approved landfills. In line with the assessments carried out by the United Nations Office for Project Services (UNOPS) and the Rapid Environment and Climate Technical Assistance Facility team, MINUSCA will improve the conditions at the municipal landfill site in Bangui in order to reduce the risk to the community residing in its vicinity and will install adequate incinerators across the Mission area of operations. The Mission will continue with the installation of hybrid photovoltaic energy grids, the optimization and synchronization of generators, the installation of light emitting diode (LED) lighting and the installation of energy-efficient air conditioning units. The Mission anticipates the completion of the installation of all wastewater treatment plants by 30 June 2018 and will maintain and monitor their performance during the 2018/19 period. The Mission will focus on sustainable groundwater extraction, the installation of water metres and the monitoring of performance targets for daily water use per person. The Mission will continue to conduct environmental inspections and prioritize required follow-up action. Training activities to raise environmental awareness will continue at military camps and civilian sites. Environmental baseline assessments will also be conducted for any new sites used by the Mission. MINUSCA will further implement its Mission-wide

environmental action plan to achieve maximum efficiency in the use of natural resources and operate at minimum risk to people and ecosystems in the Central African Republic, and contribute to a positive impact where possible, thereby reducing its environmental footprint.

38. The Mission will continue to enhance the use of its personnel, mobility assets and capabilities for gathering timely, reliable and actionable information on threats to civilians, and the use of analytical tools to apply the information, in order to continue to strengthen the performance of the Mission and protect its personnel. MINUSCA will continue to deploy the tethered aerostat system, mobile sensors and HoverMast systems, provided for under security services related to facilities and infrastructure, for intelligence, surveillance and reconnaissance/early warning operations for the protection of all MINUSCA personnel. It will discontinue the deployment of the Sperwer tactical unmanned aerial system, previously provided for under air operations. Additional quadcopters, provided for under communications and information technology equipment, will be deployed in the Mission area to monitor camp perimeters and assess crowds, assist the operations of military observers and troops and aid in mapping requirements for engineering work. During the 2018/19 period, a new miniature unmanned aerial system with two aircraft, provided for under security services related to facilities and infrastructure, will be deployed to conduct high-resolution aerial surveys, which will provide real-time static images of cities and towns to assist all Mission personnel with planning operational requirements and their protection.

C. Regional mission cooperation

39. MINUSCA, in coordination with United Nations Regional Office for Central Africa, will continue to seek the sustained support of the subregion to the peace process in the Central African Republic by proactively engaging neighbouring countries and subregional organizations. Cross-border security issues, including the illegal flows of small arms and weapons, will continue to be addressed. MINUSCA will seek economies of scale in cooperation with missions in the region where feasible. MINUSCA will continue to leverage existing assets of other missions following their downsizing and withdrawal to meet the requirements of MINUSCA, if any. The Mission will continue to use the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) logistics hub located in Entebbe, Uganda, embedding two Field Service and two national General Service civilian personnel to perform support functions related to logistics, administration and supply chain management. The Regional Service Centre in Entebbe will continue to provide its client missions, including MINUSCA, with regional support in the areas of onboarding and separation, benefits and payroll, vendor payments, entitlements and official travel, claims processing (such as education grants and reimbursement for mission-related travel), cashier services, training and conference services, transport and movement control and information technology services.

D. Partnerships, country team coordination and integrated missions

40. The Mission will strengthen the division of labour with the United Nations country team and other relevant partners, building on the results achieved during the implementation of previous mandates and increasing cooperation. MINUSCA will focus on immediate, short- and medium-term priorities and seek to divest the longer-term activities in the areas of early peacebuilding and development to relevant partners. In close partnership with the United Nations specialized agencies, funds and programmes, in particular UNOPS and the United Nations Development Programme

(UNDP), as well as international partners, MINUSCA will continue to provide good offices, support and technical assistance to the national authorities for the restoration of State authority over the entire territory. That will include the implementation of the peacebuilding priorities of the Central African Republic as outlined in its national strategy for recovery and peace, as well as the National Recovery and Peacebuilding Plan and the United Nations Peacebuilding and Development Assistance Framework (UNDAF+). In particular, the implementation of UNDAF+, developed jointly with the country team and the Government of the Central African Republic, will improve the coordination of the Mission's work with all stakeholders.

41. MINUSCA will continue to collaborate with other United Nations specialized agencies operating in the Central African Republic to foster the One United Nations Initiative and provide multidimensional and multidisciplinary responses to the priorities of the elected authorities, while respecting the mandates of other United Nations entities as well as the humanitarian space. In close collaboration with the United Nations country team, the Mission will focus on judicial institutions and combating impunity as a priority, and will seek to transition, through an agreed process, longer-term activities to the country team and the Government. Nonetheless, MINUSCA will continue to support the operationalization of the Special Criminal Court, together with partners, and will continue to support the restoration of the rule of law in all parts of the country through the rehabilitation of the judicial and administrative infrastructure and the deployment of qualified and competent judicial and penitentiary personnel, engaging with partners as required.

42. In collaboration with national and regional partners, MINUSCA will continue to actively support local dialogue and reconciliation efforts as well as key peace initiatives. In particular, MINUSCA will support the African Initiative for Peace and Reconciliation led by the African Union, ECCAS and the International Conference on the Great Lakes Region, with the support of Angola, Chad and the Congo, and the accord signed between the Government and armed groups under the auspices of the Community of Sant'Egidio in Rome, through which a ceasefire regime was established, among other measures.

E. Results-based-budgeting frameworks

43. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. Definitions of the terms associated with the six categories are contained in annex I.A of the present report.

Executive direction and management

44. Overall Mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General. The proposed staffing complement is set out in table 1.

Table 1
Human resources: executive direction and management

	International staff								
	USG ASG	*D-2 D-1*	*P-5 P-4*	*P-3 P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General									
Approved posts 2017/18	1	3	11	2	12	**29**	20	2	**51**
Proposed posts 2018/19	1	–	5	2	5	**13**	6	2	**21**
Net change (see table 2)	–	**(3)**	**(6)**	–	**(7)**	**(16)**	**(14)**	–	**(30)**
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator)									
Approved posts 2017/18	1	1	3	1	1	**7**	2	–	**9**
Proposed posts 2018/19	1	–	3	1	1	**6**	2	–	**8**
Net change (see table 3)	–	**(1)**	–	–	–	**(1)**	–	–	**(1)**
Office of the Deputy Special Representative of the Secretary-General (Political)									
Approved posts 2017/18	1	–	6	6	1	**14**	3	–	**17**
Proposed posts 2018/19	1	–	6	6	1	**14**	3	–	**17**
Net change	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff									
Approved posts 2017/18	–	3	14	21	8	**46**	15	21	**82**
Proposed posts 2018/19	–	3	26	21	12	**62**	28	21	**111**
Net change	–	–	**12**	–	**4**	**16**	**13**	–	**29**
Approved temporary positions[b] 2017/18	–	–	–	1	–	**1**	1	–	2
Proposed temporary positions 2018/19	–	–	–	–	–	–	–	–	–
Net change	–	–	–	**(1)**	–	**(1)**	**(1)**	–	**(2)**
Subtotal									
Approved 2017/18	–	3	14	22	8	**47**	16	21	84
Proposed 2018/19	–	3	26	21	12	**62**	28	21	111
Net change	–	–	**12**	**(1)**	**4**	**15**	**12**	–	**27**
Communications and Public Information Office									
Approved posts 2017/18	–	1	5	10	7	**23**	62	18	**103**
Proposed posts 2018/19	–	1	3	10	7	**21**	46	14	**81**
Net change (see table 9)	–	–	**(2)**	–	–	**(2)**	**(16)**	**(4)**	**(22)**
Total posts									
Approved 2017/18	3	8	39	40	29	**119**	102	41	**262**
Proposed 2018/19	3	4	43	40	26	**116**	85	37	**238**
Net change	–	**(4)**	**4**	–	**(3)**	**(3)**	**(17)**	**(4)**	**(24)**

	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	**Subtotal**	National staff[a]	United Nations Volunteers	**Total**
Approved temporary positions[b] 2017/18	–	–	–	1	–	**1**	1	–	**2**
Proposed temporary positions 2018/19	–	–	–	–	–	**–**	–	–	**–**
Net change	**–**	**–**	**–**	**(1)**	**–**	**(1)**	**(1)**	**–**	**(2)**
Total									
Approved 2017/18	3	8	39	41	29	**120**	103	41	**264**
Proposed 2018/19	3	4	43	40	26	**116**	85	37	**238**
Net change	**–**	**(4)**	**4**	**(1)**	**(3)**	**(4)**	**(18)**	**(4)**	**(26)**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

[b] Funded under general temporary assistance.

International staff: net decrease of 4 posts

National staff: net decrease of 18 posts

United Nations Volunteers: net decrease of 4 positions

Office of the Special Representative of the Secretary-General

Table 2
Human resources: Office of the Special Representative of the Secretary-General

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts			**Heads of Office**		
	-1	FS	Administrative Assistant	Abolishment	
	-1	FS	Administrative Assistant	Abolishment	
	-1	FS	Administrative Assistant	Abolishment	
	-1	FS	Administrative Assistant	Abolishment	
	-1	FS	Head of Office Assistant	Abolishment	
	-3	NGS	Driver	Abolishment	
	-3	D-1	Head of Office (Bria, Kaga Bandoro, Bouar)	Reclassification	
	+3	P-5	Head of Office (Bria, Kaga Bandoro, Bouar)	Reclassification	
	-2	P-5	Head of Office (Berberati, Ndélé)	Reclassification	
	+2	P-4	Head of Office (Berberati, Ndélé)	Reclassification	
	-6	P-5	Head of Office (Bria, Kaga Bandoro, Bouar, Bossangoa, Bambari, Bangassou)	Redeployment	To Office of the Chief of Staff
	-5	P-4	Head of Office (Berberati, Ndélé, Birao, Paoua, Obo)	Redeployment	
	-3	FS	Administrative Assistant (Head of Office)	Redeployment	
	-3	NGS	Head of Office Assistant	Redeployment	
	-8	NGS	Administrative Assistant	Redeployment	
			Immediate Office		
	+1	P-5	Senior Victims' Rights Advocate Officer	Establishment	
	+1	P-5	Senior Gender Affairs Officer	Reclassification	
	-1	P-4	Gender Affairs Officer	Reclassification	

	Change	*Level*	*Functional title*	*Post action*	*Description*
	+1	P-5	Spokesperson	Redeployment	From Communications and Public Information Office
	+1	FS	Administrative Officer	Redeployment	From Mission Support Centre, Office of the Deputy Director of Mission Support, component 4
Net change	**-30**		(see table 1)		

Abbreviations: FS, Field Service; NGS, national General Service.

45. Field offices are responsible for delivering the mandate of the Mission in priority areas throughout the Central African Republic. Field offices are led by the Head of Office, who reports to and receives guidance from the Special Representative of the Secretary-General, through the Field Office Coordinator of the Office of the Chief of Staff. The staffing establishment of field offices comprise civilian, military, police and support personnel representing all the components of the Mission. Specific mandates for each office are dependent on the security and political context, the strategic priority of the locations to the Mission and its partners and the objectives of the Mission for the areas.

46. Under the new mandate authorized by the Security Council, a greater emphasis has been placed on geographical prioritization and the sequencing of activities, as well as the transition of some of the functions of the Mission to the Government, the United Nations country team and other partners where possible and where a comparative advantage can be achieved. The Mission is adopting a more flexible approach to its activities and will deploy multidisciplinary mobile teams from Bangui and larger field offices to other areas of the operations of the Mission to address emerging challenges or conduct activities as needed.

47. In the light of the above and as discussed in paragraphs 31 to 35 of the present report, the Mission will slightly reduce its capacity in the field and implement a three-tiered approach to the geographical prioritization of its operations. The field office structure will replace the current sector-based approach, whereby sector headquarters had assisted in overseeing the other field offices in their areas of operations. At the current sector headquarters, which will become the tier one offices, the overall responsibilities of the heads of office in those locations will therefore diminish, and administrative and logistics support will be streamlined. Through the tier two offices, the Mission will continue to support the Government in its aim to gain further control over the territory in order to establish a sustainable secure environment, promote reconciliation and restore State authority. As the Mission increases the deployment of mobile teams to achieve targeted support to the Government in that regard, some of the substantive and support responsibilities in those locations will diminish. As the security situation permits, and as the contributions of the Government as well as of the partners become more evident at the locations of the tier three offices, the size, function and scope of responsibility of those offices will decrease in terms of both substantive and support components.

48. In the context of the shift to a more geographical focus, the implementation of the three-tiered structure for field operations and the use of mobile and multidisciplinary teams, it is proposed that the 38 posts presented in table 2 for the Heads of Office and their staff be abolished (8 posts), reclassified (5 posts) and redeployed to the Office of the Chief of Staff (25 posts). Following the proposed redeployment of the Heads of Office and their staff to the Office of the Chief of Staff,

they will continue to report to the Field Office Coordinator, whose post in the Office of the Chief of Staff was approved by the General Assembly for the 2017/18 period.

49. To strengthen the special measures adopted by the United Nations for protection from sexual exploitation and abuse, using a victims' rights-centred approach that establishes mechanisms and designs policies and procedures that place the rights and the dignity of victims at the forefront of its efforts to prevent and respond to sexual exploitation and abuse, it is proposed that one new post of Senior Victims' Rights Advocate Officer, presented in table 2, be established. In line with the guidance from the report of the Secretary-General entitled "Special measures for protection from sexual exploitation and abuse: a new approach" (A/71/818, A/71/818/Corr.1 and A/71/818/Add.1), and in line with the commitment of the Special Representative of the Secretary-General to eliminate cases of sexual exploitation and abuse in MINUSCA as a matter of the highest urgency, the incumbent will be responsible for: (a) continuing to establish and improve mechanisms to prevent sexual exploitation and abuse, and overseeing the creation of a network of focal points, established in coordination with the Conduct and Discipline Service and partners, to maintain oversight of assistance provided to victims of sexual exploitation and abuse; and (b) overseeing the establishment of a mechanism to protect victims, complainants and witnesses at risk of threat, intimidation and reprisals.

50. The rapid development and dissemination of clear, accurate and relevant messages and information relating to the activities and actions of the Mission, the political situation and the stance of the Mission and to the ongoing work of the United Nations in the Central African Republic is critical, as hearsay and rumour fuel much of the insecurity in the country. The Communications and Public Information Office continues to provide support for the implementation of the mandate and works closely with the Office of the Special Representative of the Secretary-General. However, it is necessary to embed a spokesperson directly in the Office of the Special Representative to provide the dedicated capability to align messages and statements with the Special Representative and ensure that longer-term campaigns are correctly planned and implemented in keeping with the vision of the Special Representative. That closer collaboration would help ensure that messages are prepared in close coordination with the Special Representative and delivered in a timely manner on his behalf, while the spokesperson would remain fully abreast of developing political issues and Mission activities, and with the position of the Special Representative on those matters, which would enable the spokesperson to speak and act on behalf of the Special Representative. In that context, it is proposed that the post of Spokesperson presented in table 2 be redeployed from the Communications and Public Information Office.

51. In addition, the Office of the Special Representative of the Secretary-General has identified the need for additional administrative expertise with regard to a range of human resources, registry and financial and administrative management skills, in particular to support the Office with its oversight responsibility for Mission-wide post management, including recruiting, and to support the work in the Office of the Chief of Staff and its units, the Joint Operations Centre, the Joint Mission Analysis Centre, the Conduct and Discipline Service, the Legal Office, the Protocol Office and the Strategic Planning Unit. In that context, it is proposed that the post of Administrative Officer presented in table 2 be redeployed from the Mission Support Centre of the Office of the Deputy-Director of Mission Support to the Office of the Special Representative to coordinate all actions relating to the administration of human resources and report directly to the Senior Special Assistant to the Special Representative of the Secretary-General. The redeployment of staffing capacity will support more effective coordination across the Mission to improve the management of information and data.

52. In paragraph 24 of its resolution 70/286, the General Assembly welcomed the continued efforts of the Secretary-General to mainstream gender in peacekeeping operations and requested he ensure that senior gender advisers in all peacekeeping missions report to mission leadership. In that context, the Gender Affairs Unit was redeployed to the Office of the Special Representative of the Secretary-General, as approved for the 2017/18 period, and reports directly to the Special Representative. As national and local political processes move forward and as efforts to restore State authority take hold, the work undertaken by the Gender Affairs Unit to support gender mainstreaming will become increasingly critical, both internally and through capacity-building with its partners. In addition, the Unit will play a key role in supporting the Secretary-General's system-wide strategy on gender parity, which the Secretary-General has identified as a central element of his overall reforms, and for which he has been requested to enhance reporting on gender mainstreaming to the Security Council. In line with those increased responsibilities, and to ensure the Mission is able to effectively implement gender mainstreaming, it is proposed that the post of Gender Affairs Officer presented in table 2 be reclassified to Senior Gender Affairs Officer, which has the sufficient seniority required to lead the Unit and work with Mission leadership and partners.

Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator)

Table 3
Human resources: Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator)

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	D-1	Head of Office	Abolishment	
Net change	**-1**		(see table 1)		

53. The Office of the Deputy Special Representative of the Secretary General (Resident Coordinator) will continue its role as the link between the Mission and the United Nations country team, supporting strategic, programmatic and operational integration to allow the Mission and other United Nations agencies to deliver on their mandates in a more effective and coordinated manner. It will also continue to: (a) oversee and manage the coordination of United Nations support to national priorities for restoring peace and reducing poverty; (b) promote and implement the United Nations global agendas in the Central African Republic, including the National Recovery and Peacebuilding Plan, and facilitate coordination mechanisms and partnerships at national and subregional levels, foster information-sharing and support resource mobilization for humanitarian, stabilization, peacebuilding and development goals; and (c) play an important role in the restoration of State authority and the implementation of the strategy to free natural resources from the control of armed groups.

54. Notwithstanding the above responsibilities, the role of the Office of the Deputy Special Representative of the Secretary General is anticipated to abate in a number of other areas, particularly as the Mission transitions out of the lead role in supporting the Government in the development of a strategy for tackling the illicit exploitation of natural resources in the Central African Republic. Recognizing that natural resources are a key driver of the conflict, the Mission will continue to support the Government and its key development partners in developing and implementing a strategy, but will limit support to areas where it has a clear comparative advantage and where it is mandated under the National Recovery and Peacebuilding Plan. In

addition, as the Mission shifts its focus from disarmament, demobilization and reintegration to community violence reduction activities, given the delays in reaching political agreement on a national disarmament, demobilization and reintegration strategy, the Mission will transfer its activities as they relate to youth at risk to the Disarmament, Demobilization and Reintegration Section, where the community violence reduction strategies will replace those for youth at risk and activities will be harmonized. Finally, with the signing of UNDAF+ and the National Recovery and Peacebuilding Plan, the political work to foster agreement between United Nations entities is reduced, and focus will shift to the implementation of those strategies.

55. In the context of the above information, it is proposed that the post of Head of Office presented in table 3 be abolished to align with the new mandate and ensure optimal utilization of the human resources of the Mission. The Deputy Special Representative of the Secretary-General, supported by the Office, would oversee the continued coordination of United Nations support to the Central African Republic, including with regard to natural resources, with a particular focus on the implementation of UNDAF+ and the National Recovery and Peacebuilding Plan.

Office of the Chief of Staff

Table 4
Human resources: immediate Office

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-3	Special Assistant	Abolishment	
	+1	P-4	Coordination Officer	Reassignment	From Security Section
	+6	P-5	Head of Office (Bria, Kaga Bandoro, Bouar, Bossangoa, Bambari, Bangassou)	Redeployment	From Office of the Special Representative of the Secretary-General
	+5	P-4	Head of Office (Berberati, Ndélé, Birao, Paoua, Obo)	Redeployment	
	+3	FS	Administrative Assistant	Redeployment	
	+3	NGS	Head of Office Assistant	Redeployment	
	+8	NGS	Administrative Assistant	Redeployment	
Subtotal	**+25**				

Abbreviations: FS, Field Service; NGS, national General Service.

56. As the Mission restructures its field operations into a flat structure, transitioning away from the hierarchical sector-based structure, the coordination of their work will require additional oversight by and input from the Field Office Coordinator. The tier one offices will focus on core operational functions, and will cease to coordinate the field offices located in their sectors. The Field Office Coordinator will assume that oversight responsibility. In that context, it is proposed that, as shown in table 4, one post of Special Assistant be abolished and one post of Coordination Officer be reassigned from the Security Section to support the Field Office Coordinator with those functions, which have broadened in scope. The replacement of a post of Special Assistant in the immediate Office of the Chief of Staff with the function of Coordination Officer, which will include broadened responsibilities to cover other areas in addition to security, will enhance and facilitate all aspects of the required coordination between the headquarters in Bangui and the field offices, including that of the Security Section, and reinforce and facilitate the overall implementation and coordination of the Mission's development of its improved intelligence and reporting system.

57. The proposed redeployment of 25 posts to the immediate Office of the Chief of Staff is set out in table 2 and discussed in paragraphs 47 to 50 of the present report.

Office of the Chief of Staff

Table 5
Human resources: Legal Office

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	UNV	Legal Officer	Reassignment	From Justice and Corrections Section
Subtotal	**+1**				

Abbreviation: UNV, United Nations Volunteer.

58. The approved staffing establishment of the Legal Office comprises six posts. The Office provides legal advice to the Special Representative of the Secretary-General, the Director of Mission Support, the Office of the Force Commander and the Office of the Police Commissioner while protecting the interests and minimizing the risk of liability to the Organization; provides advice on unprecedented legal issues arising from urgent temporary measures mandated by the Security Council; supports the operationalization of the Special Criminal Court; provides assistance and legal advice to the Conduct and Discipline Service, the Board of Inquiry Unit and other boards, including in relation to allegations of misconduct, serious incidents involving the death or injury to persons and the loss of property; and acts as the focal point for coordination of all issues relating to privileges and immunities and the implementation of the status-of-forces/Mission agreements with the Government of the Central African Republic and the Government of Cameroon.

59. Since the establishment of the Mission, there has been an increase in the volume of alleged misconduct by members of the Mission and death and injury to staff and others, as well as loss of property, and the overall workload has increased significantly. In addition, unprecedented mandates for urgent temporary measures and related operations, and for support to the Special Criminal Court, have given rise to new legal issues that are anticipated to continue. Further, the added responsibilities to liaise and maintain close contact with Cameroonian and Central African authorities constitute a significant investment of time, which has increased since the inception of the Mission.

60. In the light of the above, it is proposed that the post presented in table 5 be reassigned from the Justice and Corrections Section to support investigations and boards of inquiry, provide timely advice on critical administrative issues and support adequate engagement with Cameroonian and Central African authorities to enhance working relationships and to resolve issues as they arise.

Office of the Chief of Staff

Table 6
Human resources: Protocol Office

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	FS	Protocol Assistant	Reassignment	From immediate Office, Office of the Director of Mission Support
	+1	NPO	Associate Protocol Officer	Reassignment	
Subtotal	**+2**				

Abbreviations: FS, Field Service; NPO, National Professional Officer.

61. The approved staffing establishment of the Protocol Office comprises three posts. The Office makes arrangements for and provides support to meetings and events involving the Special Representative of the Secretary-General, the deputies of the President of the Central African Republic, high-level dignitaries visiting the Mission, Heads of State or Government and other senior officials and the diplomatic corps of the Central African Republic; liaises between the Mission and the host country to facilitate and ensure compliance with regard to the registration of staff members; and arranges flag-raising and wreath-laying ceremonies and the observance of official periods of mourning. The Office prepares room/seating arrangements for the meetings of senior leadership and senior management, handles visa procedures and transmits messages and notes verbales on a daily basis.

62. As the deployment of personnel has increased since the Mission's inception and its mandate and operations have evolved, there has been an increase in the number of events and activities: visits by senior management from United Nations Headquarters and the directors of international organizations; weekly and ad hoc meetings with the diplomatic corps; weekly meetings with the President of the Central African Republic and monthly meetings with members of the political party of the Government; and several monthly meetings with national authorities, including luncheons, dinners and breakfasts, and dialogue and mediation. Owing to the enhanced support required for the political process and dialogue, and for the African Initiative for Peace and Reconciliation in particular, it is anticipated that the work of the Protocol Office will continue to increase.

63. In the light of the above, it is proposed that the posts of Protocol Assistant and Associate Protocol Officer presented in table 6 be reassigned from the immediate Office of the Director of Mission Support to ensure adequate support for protocol services, for which the requirements are currently sustained through personnel on temporary assignment.

Office of the Chief of Staff

Table 7
Human resources: Joint Mission Analysis Centre

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	UNV	Arms Embargo Officer	Redeployment	To Security Sector Reform Service
Subtotal	**-1**				

Abbreviation: UNV, United Nations Volunteer.

64. It is proposed that the post of Arms Embargo Officer presented in table 7 be redeployed to the Security Sector Reform Service, where its functions will better support and assess the arms embargo in the context of broader security sector reform, in coordination with the Security Council Committee established pursuant to resolution 2127 (2013) concerning the Central African Republic.

Office of the Chief of Staff

Table 8
Human resources: Conduct and Discipline Service

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	P-3	Conduct and Discipline Officer	Conversion	
	+1	NPO	Associate Conduct and Discipline Officer	Conversion	
Subtotal	**+2**				
Positions	-1	P-3	Conduct and Discipline Officer	Conversion	
	-1	NPO	Associate Conduct and Discipline Officer	Conversion	
Subtotal	**-2**		(see table 1)		

Abbreviation: NPO, National Professional Officer.

65. To support the commitment of the Special Representative of the Secretary-General to eliminate cases of sexual exploitation and abuse in the Mission, the Conduct and Discipline Service plans to increase its activities in a number of areas. The Service will increase the number of awareness raising and capacity-building training sessions it conducts on the standards of conduct expected of United Nations personnel and on the Secretary-General's zero-tolerance policy on sexual exploitation and abuse. The sessions will be provided to Government entities and civil society organizations, including those dedicated to women and youth, in Bangui and in the regions. Building on the six available community-based complaints reporting mechanisms in Bangui, Bambari, Sibut, Dekoa, Bouar and Kaga Bandoro, the Service will continue the implementation of nine additional mechanisms in other regions. The Service will reinforce the reporting mechanisms on allegations of misconduct, and particularly allegations of sexual exploitation and abuse, through the training of focal points in the regions where they have been established. The Service will also improve the monitoring of services to victims, including through the training of victims' assistance focal points. It plans to increase its communications to Central Africans through a combination of broadcasts on MINUSCA Radio and other local radio stations and text messages regarding the key points of the standards of conduct for United Nations personnel and the zero-tolerance policy on sexual exploitation and abuse, and to highlight the reporting mechanisms. In addition, the Service will increase the number of risk assessment visits it conducts, including to police and military camps, and increase its training sessions for uniformed and civilian personnel on the prevention of sexual exploitation and abuse as an element of abuse of human rights.

66. In the light of the immeasurable importance placed by both the Secretary-General and his Special Representative on the elimination of sexual exploitation and abuse cases, and in the light of the expanded workload of the Conduct and Discipline Service, it is proposed that the two temporary positions of Conduct and Discipline Officer and Associate Conduct and Discipline Officer presented in table 8 be converted to posts to support the continuing activities of the Mission in that regard.

Communications and Public Information Office

Table 9
Human resources: Communications and Public Information Office

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-4	TV/Video Producer	Abolishment	
	-3	NPO	Broadcast Technology Officer	Abolishment	
	-1	NPO	Radio Producer	Abolishment	
	-1	NPO	Associate Public Information Officer	Abolishment	
	-5	NGS	Radio Production Assistant	Abolishment	
	-3	NGS	Radio Production Assistant	Abolishment	
	-2	NGS	Public Information Assistant	Abolishment	
	-1	NGS	Public Information Assistant	Abolishment	
	-1	UNV	Broadcast Technology Officer	Abolishment	
	-2	UNV	Outreach Assistant	Abolishment	
	-1	UNV	Public Information Officer	Abolishment	
	-1	P-5	Spokesperson	Redeployment	To Office of the Special Representative of the Secretary-General
Net change	**-22**		(see table 1)		

Abbreviations: NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer

67. While the Mission continues to strengthen and augment its communications and public information activities to support the implementation of its mandated tasks, the geographical prioritization of its activities and the deployment of mobile teams will enable the Mission to significantly streamline its staffing establishment. A basic complement of communications personnel will be retained in the tier three offices to implement communications initiatives, as required by the circumstances present in the region, with the support of the mobile teams. In that context, it is proposed that 21 posts, as shown in table 9, be abolished to align with the changes in mandate and ensure the optimal utilization of the human resources of the Mission. In addition, it is proposed that the Communications and Public Information Office be renamed the Strategic Communications and Public Information Service to reflect its strategic role in delivering the new mandate.

68. The proposed redeployment of the post of Spokesperson to the office of the Office of the Special Representative of the Secretary-General is set out in table 2 and discussed in paragraph 50 of the present report.

Component 1: security, protection of civilians and human rights

69. Component 1 will cover key expected accomplishments related to the provision of security, protection of civilians and the promotion and protection of human rights including, but not limited to, the following strategic objectives:

(a) Reverse the geographical spread of violence in the Central African Republic in order to protect civilians and provide the secure environment needed to pursue political solutions to the conflict. Through a more robust and flexible posture of the Force, the Mission will focus on hotspots and other priority geographic areas, particularly in the centre and south-east, where protection of civilian concerns remain high. The additional military personnel will enable the political process to progress by allowing the Mission to better contain the activities of armed groups and will enable the progressive extension of State authority by improving the security

situation. In parallel, the Mission will work with national authorities to begin transferring responsibilities for security and the protection of civilians to national forces, where security and national capacity exists, as a key component of the eventual exit strategy of the Mission;

(b) Identify threats against civilians and proactively protect them from physical violence, including conflict-related sexual violence and grave violations of the rights of children, through the implementation of an integrated Mission-wide protection of civilians strategy. The Mission will enhance early warning and take an "upstream", or structural, approach to the prevention of violence against civilians using political and security strategies, including pre-emptive and deterrence operations by the Force and the police, and localized political dialogue and mediation and the engagement of communities with the primary objective of averting or mitigating violence against civilians or humanitarian actors. Where threats are identified, the Mission will engage in robust military and police action, deploying temporary multidisciplinary teams as required to respond to threats and reinforce local capacity for conflict resolution. The Mission will ensure that political and security strategies for the protection of civilians involve the Government, relevant United Nations agencies, funds and programmes and other partners, and will work with national authorities to progressively transfer responsibility for the protection of civilians to national forces, where security and national capacity permits, as a key component of the eventual exit strategy of the Mission;

(c) Monitor and report on and prevent and respond to violations of human rights and international humanitarian law, including conflict-related sexual violence and grave violations of the rights of children, and support efforts to fight impunity, while also providing support to the Central African authorities with regard to the prevention, monitoring and reporting of violations of human rights. Emphasis will also be placed on providing support to the Government in following up on the recommendations of the human rights mapping report and its use by the Special Criminal Court to inform national and international strategies and actions to fight impunity;

(d) Monitor and report on public incidents of incitement to hatred, intolerance and violence to aid in the prevention and mitigation of threats to civilians;

(e) Work in close coordination with humanitarian actors to facilitate the creation of a secure environment for unhindered access to humanitarian assistance, and for the return, local integration or resettlement of internally displaced persons or refugees.

70. With an authorized troop strength of 11,650 military personnel, including 169 military observers and 311 military staff officers, 1,680 formed police unit personnel, 400 United Nations police officers and 108 Government-provided corrections officers, MINUSCA will continue to deploy across the three main sectors (West, Centre and East), with strategies and resources appropriate to the local contexts, to help create a secure environment that allows for the advancement of political processes as well as the delivery of humanitarian assistance. The Force will be concentrated in permanent company operating bases with the ability to deploy to temporary operating bases for limited periods and in a self-sustained manner, improving the pre-emptive and reactive abilities of the Mission. MINUSCA will also continue to cover remote areas through long-range patrols and temporary deployments where necessary. The reinforcement of existing battalions through an increase of 900 troops will enable the Mission to establish reserve forces in each sector to proactively target hotspots in priority geographic areas and to reduce the areas of operation of armed groups and address threats to civilians. The Force will perform routine and border patrols, guard installations and conduct air reconnaissance

activities, including by using remotely piloted aerial capabilities. In addition, formed police unit personnel will continue to carry out patrols that increase their footprint outside Bangui (on foot and by vehicle, and increasingly in coordination with the Government), through the use of checkpoints, targeted operations, escorts and close and static protection duties and the reconfiguration of a protection support unit into a formed police unit.

71. MINUSCA will accelerate the current gradual transition of its security functions to national defence and internal security forces, where the security situation permits and without prejudice to its mandate to protect civilians, as a key component of the Mission's eventual exit. It is anticipated that such an approach will enhance cooperation with national defence and security forces and help build their capacity to prevent and respond to violence so that they may continue to assume greater responsibility for the protection of civilians in the Central African Republic. MINUSCA will also support the deployment of the Central African armed forces units trained by the European Union Military Training Mission in the Central African Republic, and of police and gendarmerie officers, in targeted priority geographic locations outside Bangui. The Mission will continually seek opportunities to rebalance the strength of the military and police components as the security situation dictates, including through the deployment of formed police units outside Bangui where the need for policing is of greater priority than the presence of a United Nations military force.

Expected accomplishments	*Indicators of achievement*
1.1 Improved security environment and protection of civilians	1.1.1 Decrease in the number of attacks and armed clashes between parties to the conflict (2016/17: 189; 2017/18: 100; 2018/19: 80)

Outputs

- 73 checkpoints, manned daily, and 350 daily patrols across priority population centres and livestock migration corridors or entryways to create an environment conducive to the sustainable reduction of armed groups in those areas and limit their influence and control of territory
- 54 daily pre-planned formed police unit joint patrols with the national police and gendarmerie both in and outside Bangui to secure and protect civilians in unstable areas of key population centres
- 350 daily patrols conducted by military personnel in key population centres throughout the Central African Republic to reduce the threats posed by armed groups and disrupt their funding sources through the dismantling of illegal checkpoints
- 15 short-term battalion- or part-battalion-level robust and mobile operations conducted by the special forces or quick reaction forces and 12 longer-term operations conducted by the Force Commander's reserve units to proactively deter armed group actions against civilians in emerging hotspots and decrease their ability to operate within the area of operations of the Mission
- 54 daily pre-planned formed police unit patrols and 6 daily operational backup patrols to conduct security assessments, provide backup for crowd control and public order management and work with the local community and authorities to promote security in and outside Bangui
- 23,920 patrols by the Bangui Joint Task Force (MINUSCA and internal security forces) to provide 24/7 patrolling to ensure freedom of movement and the protection of civilians
- 3,744 interactions conducted by United Nations police personnel in 24 localities to reassure the local community regarding their safety and promote security awareness

- 12 meetings to build the capacity of the Central African armed forces and the internal security forces and support the drafting and implementation of their deployment plans, in accordance with the national security policy and subject to compliance with the human rights due diligence policy
- Conduct of (a) 4 integrated training of trainers sessions for 100 members of the internal security force on the prevention of and response to violations against civilians at the tactical level; (b) monthly follow-up meetings on the implementation of the joint security sector reform-gender action plan supporting the mainstreaming of gender and respect for women's rights in the internal security and defence forces; and (c) 20 training sessions on the rights and protection of children for at least 500 personnel of the internal security forces and defence forces, and for corrections personnel
- 3 daily flight hours of unmanned aerial systems and 8 daily helicopter flight hours to improve situational awareness and the anticipation of security threats, and to support the conduct of military operations and intelligence, surveillance and reconnaissance missions
- 500 project days for repairing roads, bridges and airfields by MINUSCA military engineering units; an average of 85 weekly armed escort missions for United Nations, humanitarian and commercial convoys and 90 joint assessment missions and 24 joint protection team missions in partnership with the United Nations country team and humanitarian and Government partners, to facilitate the protection of civilians and the delivery and monitoring of humanitarian and early recovery assistance
- Strengthening of 35 community protection plans, with a particular focus on women and children, and of 35 community alert networks in the Mission's permanent and temporary operating bases, including through the assessment and monitoring of joint responses among MINUSCA, partners and local actors to protection issues to improve protection of civilians at the local level and reinforce local capacities for conflict resolution
- Provision of daily support to 8 security coordination committees established in the districts of Bangui composed of local administration and civil society members and the internal security forces, and establishment of 8 new committees outside Bangui to promote community safety and security awareness, reduce vulnerabilities in communities and increase State capacities to protect civilians
- Conduct of 5 strategic workshops and 20 training sessions and provision of regular mentoring and advice on monitoring, documenting and reporting on human rights violations to increase the capacity of civil society to contribute to early warning mechanisms and a protective environment
- 8 field visits and 6 bimonthly coordination meetings with relevant actors to support the operationalization of a national committee to prevent genocide, crimes against humanity and war crimes and fight against discrimination, including through the provision of technical assistance to ensure a resourced and consistent implementation of the committee's mandate and road map and support to its early warning mechanisms
- Regular monitoring of the media for hate speech and incitements to violence and the production of 6 bimonthly reports that include recommendations to national institutions and the High Council for Communication
- 1 year-long national communications campaign, particularly targeting youth, through radio, print, video, social media and outreach activities, to garner support for the Mission and prevent intra- or intercommunal disputes

Expected accomplishments	*Indicators of achievement*
1.2 Improved protection and promotion of human rights, with a specific focus on women and children	1.2.1 Number of cases of human rights and international humanitarian law violations, including grave violations against children and conflict-related sexual violence, raised with authorities or armed groups that are resolved (2016/17: not applicable; 2017/18: 750; 2018/19: 500)

1.2.2 Increase in the number of parties to the conflict that have issued clear orders to prohibit sexual violence and adopted a code of conduct prohibiting sexual violence (2016/17: 0; 2017/18: 7; 2018/19: 8)

1.2.3 Increase in the number of children released from armed groups and handed over to appropriate care services (2016/17: 3,572; 2017/18: 3,000; 2018/19: 3,500)

1.2.4 Increase in the number of internal security forces personnel trained in human rights, protection of civilians, protection of children, prevention of conflict-related violence and sexual and gender-based violence, and civil-military relations (2016/17: 257; 2017/18: 2,500; 2018/19: 3,500)

Outputs

- 8 fact-finding missions, in addition to field visits, to monitor and verify allegations of violations of international humanitarian law and violations and abuses of human rights
- Quarterly reports and an annual report to monitor and report on grave violations of the rights of children committed by parties to the conflict and quarterly reports and an annual report on conflict-related sexual violence, in addition to 160 field visits
- 12 thematic reports and 2 public reports on the human rights situation in the Central African Republic and its effect on peace and security
- 2 workshops organized to develop a strategic yearly plan and provision of technical expertise to support the operationalization of a national commission for human rights and fundamental freedoms and a national human rights forum, and provision of support to 4 sessions of the forum
- 20 training sessions for national and local security and justice authorities in support of a human-rights based approach to their work; 6 workshops to develop curricula for use by national training institutions; and 5 training of trainers workshops targeting the national internal security and defence forces and corrections and judicial personnel
- 12 awareness-raising sessions for members of armed groups on concerns for the protection of children; 12 meetings with the leaderships of armed groups to advocate for the signing and implementation of action plans to prevent and end grave violations of the rights of children; and 4 coordination meetings to monitor and evaluate progress on the implementation of signed action plans
- 10 training sessions for members of civil society and nongovernmental organizations on the monitoring and verification of grave violations of the rights of children
- 8 field visits to enhance dialogue with armed groups on the prevention of conflict-related sexual violence
- 572 monitoring activities conducted by United Nations police officers for at least 11 commissariats or brigades of the internal security forces to follow up on reported cases of violations of human rights, including sexual and gender-based violence
- Monthly strategic communication activities using radio broadcasts, print, video and the Internet to promote the end of violations against children and conflict-related sexual violence against women

External factors

The security environment and conduct of armed groups, the timely deployment of necessary personnel and the technical capacity of national authorities to assume increasing responsibility for the provision of security and protection of civilians

Table 10
Human resources: component 1, security, protection of civilians and human rights

Category	***Total***
I. Military observers	
Approved 2017/18	**169**
Proposed 2018/19	**169**
Net change	**–**
II. Military contingents	
Approved 2017/18	**10 537**
Proposed 2018/19	**11 437**
Net change	**900**
III. United Nations police	
Approved 2017/18	**400**
Proposed 2018/19	**400**
Net change	**–**
IV. Formed police units	
Approved 2017/18	**1 680**
Proposed 2018/19	**1 680**
Net change	**–**
V. Government-provided personnel	
Approved 2017/18	**108**
Proposed 2018/19	**108**
Net change	**–**

	International staff								
VI. Civilian staff	*USG ASG*	*D-2 D-1*	*P-5 P-4*	*P-3 P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Force Commander									
Approved posts 2017/18	1	1	–	–	1	**3**	1	–	4
Proposed posts 2018/19	1	1	–	–	1	**3**	1	–	4
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Office of the Police Commissioner									
Approved posts 2017/18	–	2	7	1	–	**10**	4	–	14
Proposed posts 2018/19	–	2	10	5	–	**17**	4	–	21
Net change	**–**	**–**	**3**	**4**	**–**	**7**	**–**	**–**	**7**

Approved temporary positions[b] 2017/18	–	–	3	6	–	**9**	–	–	9
Proposed temporary positions 2018/19	–	–	–	–	–	**–**	–	–	–
Net change	–	–	**(3)**	**(6)**	–	**(9)**	–	–	**(9)**
Subtotal									
Approved 2017/18	–	2	10	7	–	**19**	4	–	23
Proposed 2018/19	–	2	10	5	–	**17**	4	–	21
Net change (see table 11)	–	–	–	**(2)**	–	**(2)**	–	–	**(2)**
Human Rights Division									
Approved posts 2017/18	–	1	14	21	2	**38**	21	26	85
Proposed posts 2018/19	–	1	10	17	2	**30**	21	22	73
Net change (see table 12)	–	–	**(4)**	**(4)**	–	**(8)**	–	**(4)**	**(12)**
Child Protection Unit									
Approved posts 2017/18	–	–	2	4	–	**6**	4	5	15
Proposed posts 2018/19	–	–	2	4	–	**6**	4	5	15
Net change	–	–	–	–	–	**–**	–	–	–
Total posts									
Approved posts 2017/18	1	4	23	26	3	**57**	30	31	118
Proposed posts 2018/19	1	4	22	26	3	**56**	30	27	113
Net change	–	–	**(1)**	–	–	**(1)**	–	**(4)**	**(5)**
Total positions									
Approved temporary positions[b] 2017/18	–	–	3	6	–	**9**	–	–	9
Proposed temporary positions 2018/19	–	–	–	–	–	**–**	–	–	–
Net change	–	–	**(3)**	**(6)**	–	**(9)**	–	–	**(9)**
Subtotal, civilian staff									
Approved 2017/18	1	4	26	32	3	**66**	30	31	127
Proposed 2018/19	1	4	22	26	3	**56**	30	27	113
Net change	–	–	**(4)**	**(6)**	–	**(10)**	–	**(4)**	**(14)**
Total (I–VI)									
Approved 2017/18	1	4	26	32	3	**66**	30	31	13 021
Proposed 2018/19	1	4	22	26	3	**56**	30	27	13 907
Net change	–	–	**(4)**	**(6)**	–	**(10)**	–	**(4)**	**886**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

[b] Funded under general temporary assistance.

International staff: net decrease of 10 posts/positions (including 2 temporary positions)

United Nations Volunteers: net decrease of 4 positions

Office of the Police Commissioner

Table 11
Human resources: Office of the Police Commissioner

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	P-4	United Nations Police Adviser	Conversion	
	+1	P-4	United Nations Police Reform Officer	Conversion	
	+1	P-4	United Nations Police Training Officer	Conversion	
	+1	P-3	Conduct and Discipline Officer	Conversion	
	+1	P-3	Human Resources Officer	Conversion	
	+1	P-3	Legal Officer	Conversion	
	+1	P-3	Programme Management Officer	Conversion	
Subtotal	**+7**				
Positions	-1	P-3	Programme Management Officer	Abolishment	
	-1	P-3	Finance and Budget Officer	Abolishment	
	-1	P-4	United Nations Police Adviser	Conversion	
	-1	P-4	United Nations Police Reform Officer	Conversion	
	-1	P-4	United Nations Police Training Officer	Conversion	
	-1	P-3	Conduct and Discipline Officer	Conversion	
	-1	P-3	Human Resources Officer	Conversion	
	-1	P-3	Legal Officer	Conversion	
	-1	P-3	Programme Management Officer	Conversion	
Subtotal	**-9**				
Net change	**-2**		(see table 10)		

72. The Office of the Police Commissioner oversees the United Nations police personnel, who will continue to assist the Central African authorities with the protection of civilians throughout the country, primarily by providing operational support and technical assistance to the internal security forces to stabilize the safe environment achieved through the implementation of the protection of civilians strategy of the Mission.

73. United Nations police personnel and the Security Sector Reform Service will continue to support national efforts to strengthen the security sector in the country, and the vital role of the internal security forces in restoring security and the rule of law, by providing support, in coordination with other sections of the Mission, to the progressive deployment of the internal security forces in priority areas. That will include support for the recruitment, vetting and training of the internal security forces and assistance with the implementation of the national capacity-building and development plan for internal security forces, as well as with planning. In particular, United Nations police personnel, in collaboration with the Service, will focus on providing support to strengthen democratic control over the forces through enhanced command and control structures and civilian oversight mechanisms.

74. To assist with the fight against impunity and the strengthening of the rule of law and the protection of human rights, the Office of the Police Commissioner and United Nations police personnel will implement urgent temporary measures, in particular those involving arrests and detentions. In addition, the United Nations police personnel will support the Mission's gradual handover of security functions to the

national authorities, beginning with security for key officials, which will represent a key factor in the eventual ability of the Mission to withdraw from the Central African Republic.

75. In the light of the emphasis of the mandate regarding the role of the internal security forces in the restoration of community security, public safety and the rule of law in the Central African Republic, it is proposed that seven temporary positions, as shown in table 11, be converted to posts to support the continuing activities of the Mission in that regard. In addition, it is proposed that the two temporary positions of Programme Management Officer and Finance and Budget Officer presented in table 11 be abolished, as the responsibilities originally anticipated for the positions will diminish and be performed by existing personnel.

Human Rights Division

Table 12
Human resources: Human Rights Division

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-5	Senior Human Rights Officer	Abolishment	
	-3	P-4	Human Rights Officer	Abolishment	
	-4	P-3	Human Rights Officer	Abolishment	
	-4	UNV	Human Rights Officer	Abolishment	
Net change	**-12**		(see table 10)		

Abbreviation: UNV, United Nations Volunteer.

76. The Human Rights Division will continue to contribute to the protection of civilians and provide support to transitional justice mechanisms, which are two of its priority strategic objectives, in collaboration with the Force, United Nations police personnel, the Protection of Civilians Unit and substantive sections, including through participation in joint protection missions and joint assessment missions.

77. The Human Rights Division will continue to promote and protect human rights by monitoring, investigating and publicly reporting on violations of international humanitarian law and violations and abuses of human rights committed throughout the Central African Republic, with a particular focus on women and children. The Division will work with civil society and national authorities to build their capacity to take ownership over the promotion and protection of human rights. That will include support for the operationalization of the national commission for human rights and fundamental freedoms and the national human rights forum, in coordination with the Independent Expert on the situation of human rights in the Central African Republic, and the capacity-building of national and local security and justice authorities.

78. The Human Rights Division is mandated to support a number of other objectives, and will promote gender mainstreaming and the implementation of Security Council resolution 1325 (2000) in transitional justice mechanisms; support, in partnership with the United Nations country team, the development and adoption of enabling legislation for the truth and reconciliation commission; support, with partners, the establishment and operationalization of a resourced and functional national memory, peace and documentation centre; and support civil society organizations in developing a common advocacy position on the integration of human rights and transitional justice into the peace process. In addition, the Division will vet internal security forces and the Central African armed forces, and assist with the

implementation of urgent temporary measures in support of the rule of law and the fight against impunity.

79. As the Mission transfers responsibility for some activities to the Government and the United Nations country team, and as it strengthens its geographical focus, the thematic and physical scope of work of the Human Rights Division will diminish. The Division will focus primarily on monitoring, reporting and investigations, and will provide support to other sections with regard to the protection of civilians, the implementation of urgent temporary measures and transitional justice. In addition, the increased use of mobile teams to address human rights challenges across the region will result in a reduction of capacity in some field offices. In that context, it is proposed that the 12 posts presented in table 12 be abolished.

Component 2: support to political, peace and reconciliation processes

80. Support to political and peace processes is a strategic priority for MINUSCA, and in that regard the Mission will enhance its support for meaningful dialogue and reconciliation efforts at the national, regional and local levels. MINUSCA will emphasize the need for a clear set of objectives for the political and dialogue processes of the country, agreed upon by relevant international, regional and national stakeholders. MINUSCA will continue to support the efforts of the Government and the African Initiative for Peace and Reconciliation to create an inclusive political process and to continue dialogue between legitimate authorities and politico-military groups, which will enable the operational aspects of the extension of State authority, the promotion of national reconciliation and a long-term political resolution to intercommunal conflict that will diminish the authority of armed groups. In close collaboration with the United Nations country team, MINUSCA will provide strategic advice to the national authorities on the preparation of local elections.

81. Support to the national security sector reform efforts of the Government will build upon the adoption of the national security policy and national strategy for security sector reform in 2017. The Mission will continue to facilitate the development of effective mechanisms for civilian oversight and accountability through the provision of support for military justice, vetting and targeted verification mechanisms for all defence and internal security personnel, new recruits and ex-combatants selected for integration into the armed services as part of efforts to ensure that the Central African armed forces represent all Central Africans. MINUSCA will strengthen cooperation with international and bilateral partners in support of the gradual and coordinated deployment of national security forces to support the extension of State authority, ensuring that key requirements for sustainability and accountability are achieved.

82. To further weaken the presence of armed groups and build the capacity of the State to provide security in the Central African Republic, MINUSCA will continue to provide strategic and technical advice to national authorities on security sector governance, including by continuing the co-location of the United Nations police with national authorities. The Mission will support the implementation of the national capacity-building and development plan for internal security forces, prioritizing the selection, recruitment and vetting of police and gendarmerie officers and their deployment and strengthening their command and control structures. The Mission will coordinate international assistance regarding the reform of the national police and gendarmerie to ensure sufficient support in terms of expertise, funding, equipment and material. In addition, the Mission will support, in targeted geographical areas, the gradual extension of the capacity of the Government to safely store and manage its weapons and ammunition and to dispose of unstable/unserviceable weapons, ammunition and other explosive hazards.

83. MINUSCA will maintain a disarmament, demobilization and reintegration capacity to provide technical and logistical support to the Consultative Follow-up Committee on Disarmament, Demobilization, Reintegration and Repatriation, which remains the sole forum for dialogue between the Government and armed groups on disarmament, demobilization and reintegration and ensures Government readiness to implement a national programme once agreements are reached. Resources to support the implementation of the national disarmament, demobilization and reintegration programme will be kept under review until more comprehensive political settlements are reached. MINUSCA, where feasible, will continue to provide direct technical, logistical and financial support to agreed-upon disarmament, demobilization and reintegration initiatives by conducting disarmament and demobilization operations for an estimated 1,000 ex-combatants from armed groups who have indicated willingness, readiness and commitment to disarm, and providing reinsertion kits to demobilized combatants to support their initial reinstallation in communities of return.

84. To strengthen the impact of its activities on stabilization, security and the protection of civilians, and in advance of comprehensive political settlements, MINUSCA will support the implementation of a community violence reduction strategy to reorient its focus from pre-disarmament, demobilization and reintegration activities in anticipation of a national disarmament, demobilization and reintegration programme. The community violence reduction strategy will align the activities of the Mission in that regard and, when implemented with the United Nations country team, will stabilize communities, protect civilians and create space for political dialogue by reinserting young combatants and community members into the socioeconomic structures of their communities. Community violence reduction initiatives will target 8,500 direct beneficiaries (20 per cent of them women), and focus on areas of increased intercommunal and inter-ethnic tensions, primarily in Sector Centre and Sector East, as well as in communities affected by the presence of armed groups. The community violence reduction strategy will build upon the results of projects designed for youth at risk and the successful implementation of pre-disarmament, demobilization and reintegration and community violence reduction programmes conducted in previous years, while taking into account the recommendations of the internal and external evaluations conducted for those activities during the 2015/16, 2016/17 and 2017/18 financial periods. Those evaluations concluded that, although cash-for-work programmes had a positive impact as a stabilization measure, that impact was not sustainable owing to their limited duration. Taking that experience into account, the community violence reduction programme will include limited emergency employment where required to support political dialogue, with a focus on supporting the Government and other partners to identify longer-term employment opportunities for youth and other vulnerable groups at risk.

85. Community violence reduction and disarmament, demobilization and reintegration activities will contribute to the sustainability of security and political arrangements, including ceasefires, and to disarmament and administrative mechanisms that recognize the diversity of the country. They will also serve as an incentive to armed groups to remain engaged in the political process and as preparation for a future national disarmament, demobilization and reintegration programme if and when the environment is conducive.

Expected accomplishments	*Indicators of achievement*
2.1 Progress towards reconciliation and inclusive political processes	2.1.1 Number of conflict mitigation initiatives completed in key areas of intercommunal tension (2016/17: 11; 2017/18: 30; 2018/19: 24)
	2.1.2 Number of community reconciliation processes that contribute to peace and stability (2016/17: not applicable; 2017/18: not applicable; 2018/19: 6)
	2.1.3 Number of armed groups participating in and adhering to the peace process, under the umbrella of the African Initiative for Peace and Reconciliation (2016/17: not applicable; 2017/18: not applicable; 2018/19: 14)
	2.1.4 Entry into force of the agreement resulting from the African Initiative for Peace and Reconciliation and commencement of the agreement's implementation (2016/17: not applicable; 2017/18: not applicable; 2018/19: 1)

Outputs

- 40 briefings between MINUSCA and the President and Prime Minister of the Central African Republic to strengthen dialogue with the Government
- 10 field visits and 14 rounds of consultations between the panel of facilitators of the African Initiative for Peace and Reconciliation, armed groups and other stakeholders at national and local levels to support the operationalization of the Initiative and the development of a mediation strategy
- 24 meetings to provide assistance to the local authorities and stakeholders to design, negotiate and implement at least 6 local peace and political agreements to support the local peace process
- Support national authorities in conducting 30 field missions with their constituencies and in holding 5 videoconferences with local authorities to support engagement between members of parliament and constituents
- 6 local mediations or dialogue initiatives conducted for a total of 200 participants in hotspots in the field, in coordination with UNDP and the United Nations country team, to foster confidence between local authorities and civil society and to limit the impact of violence on the population
- 12 meetings with national authorities and political party representatives to support, in collaboration with partners, the drafting and implementation of national legislation establishing the status of political parties
- 24 local conflicts resolved through 24 initiatives for 600 participants across 12 offices, held in close collaboration with the Government, UNDP, the United Nations country team and civil society, to maintain and sustain local peace initiatives and enable the Government and local peace platforms to take ownership of peace and mediation initiatives
- 10 meetings between Mission leadership and key national stakeholders to secure political commitment from the Government to begin preparations for inclusive, free and fair local and senatorial elections with the increased political representation of women

- Monthly strategic communication activities, including print, radio and outreach activities, to inform the population of initiatives to support reconciliation and inclusive political processes conducted by MINUSCA and the Government, and weekly strategic communication activities, including media programmes and educational public events, to ensure an understanding of the Constitution of the Central African Republic among the local population

Expected accomplishments	*Indicators of achievement*
2.2 Progress towards the implementation of security sector reform and stabilization measures, including the national security policy and security sector reform strategy, inclusive of sectoral plans	2.2.1 Implementation of the national security sector reform strategy and sectoral plans (2016/17: not applicable; 2017/18: 1 strategy and 2 plans; 2018/19: 1 strategy and 5 plans)
	2.2.2 Number of verified personnel of defence and security forces, including ex-combatants (2016/17: 3,000; 2017/18: 3,945; 2018/19: 1,000)
	2.2.3 Number of selected, vetted and trained personnel of the internal security forces (2016/17: not applicable; 2017/18: 500; 2018/19: 500)

Outputs

- 12 meetings organized of a working group on defence and a working group on internal security forces to facilitate the coordination of international assistance for security sector reform
- Weekly meetings with the disarmament, demobilization, reintegration and repatriation, security sector reform and national reconciliation coordination structure and sectoral working groups, and 5 workshops to support the implementation of the national security policy and the subsequent security sector reform strategy and the development of 5 sectoral plans
- 5 workshops to support national authorities through the provision of guidance and best practices to the Offices of the Inspectorates (Inspection général des armées and Inspection du ministère de la sécurité) and the Office of the Chief Prosecutor for Military Justice (Commissaire du gouvernement) on the strengthening of mechanisms of internal accountability and adherence to human rights norms and standards
- 12 meetings and 5 workshops to assist national security sector reform actors with improving the administration and internal oversight of finance and budgeting, human resources, ethics, public order, information technology and public information
- 6 workshops with 300 key national security sector reform actors to support the Government's implementation of reforms in governance, democratic control, military justice, communications, gender mainstreaming, coordination and monitoring and evaluation
- 4 workshops and monthly strategic and technical advice to the national authorities to support the development of a national plan for the integration of ex-combatants into the national security and defence forces
- Participation in 3 meetings of the established national vetting committees; 2 workshops conducted on inspections, human resources and the management of screening and vetting processes; and 6 meetings with the national authorities to ensure adherence to the vetting mechanisms endorsed by the Government in order to support the Government in its implementation of regular screening and vetting processes, so that serving uniformed personnel and former combatants can be integrated into the national security and defence forces
- 22 United Nations police personnel co-located with national counterparts to provide technical advice and guidance to the leadership of the internal security forces, and to support the implementation of the national capacity-building and development plan for internal security forces

- 5 long-term training sessions based on geographical priorities and deployment needs, the targeted construction and/or rehabilitation of 16 storage facilities for weapons and ammunition and weekly quality monitoring and control visits to strengthen the capacity of internal security and defence forces to manage weapons and ammunition as part of the weapons and ammunition management programme
- 12 coordination meetings to enhance the ability of the National Commission to Combat the Proliferation and Illegal Movement of Small Arms and Light Weapons to effectively and safely manage weapons and ammunition, in compliance with international and regional obligations, through the provision of targeted technical assistance as described in the national small arms and light weapons road map and as part of the weapons and ammunition management programme
- Monthly strategic communication activities, including radio programming, print, social media and public sensitization events, to raise understanding of the security sector reform process among Central Africans

Expected accomplishments	*Indicators of achievement*
2.3 Progress towards the implementation of a national community violence reduction strategy and the implementation of disarmament, demobilization and reintegration activities	2.3.1 Number of new members of armed groups sustainably disarmed, demobilized and reintegrated into their communities (2016/17: 1,312; 2017/18: 7,000; 2018/19: 1,000)
	2.3.2 Increase in the number of direct beneficiaries associated with armed groups and community members participating in the community violence reduction programme (2016/17: 3,000; 2017/18: 5,000; 2018/19: 8,500)

Outputs

- 4 workshops for 50 members of the national commission for disarmament, demobilization and reintegration as well as weekly meetings and co-location of MINUSCA personnel to provide the commission with policy advice and technical and logistical support to reinforce and enhance its capacity to implement the national community violence reduction strategy and disarmament, demobilization and reintegration activities
- Participation in 12 meetings of the Consultative Follow-up Committee on Disarmament, Demobilization, Reintegration and Repatriation, which ensures continued dialogue between the Government and armed groups on community violence reduction and disarmament, demobilization and reintegration processes, to provide technical and logistical support to its members
- 12 meetings with national and international disarmament, demobilization and reintegration partners, including funds and programmes of the United Nations system, and the donor community to share information and build synergies in the implementation of disarmament, demobilization and reintegration and community violence reduction programmes
- 1,000 combatants receive disarmament, demobilization and reinsertion support to contribute to stabilization in target locations
- 3 community violence reduction programmes developed and implemented for 8,500 community members, youth at risk and elements associated with armed groups (20 per cent of them women), in accordance with the national community violence reduction strategy

External factors

The willingness of parties to engage and move forward with the African Initiative for Peace and Reconciliation, the agreement of armed groups to the disarmament, demobilization and reintegration process and the development and adoption of a national community violence reduction strategy

Table 13
Human resources: component 2, support to political, peace and reconciliation processes

	International staff								
	USG, ASG	*D-2, D-1*	*P-5, P-4*	*P-3, P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	*Total*
Political Affairs Division									
Approved posts 2017/18	–	2	14	15	2	**33**	3	21	**57**
Proposed posts 2018/19	–	2	12	17	2	**33**	3	14	**50**
Net change (see table 14)	–	–	**(2)**	**2**	–	–	–	**(7)**	**(7)**
Disarmament, Demobilization and Reintegration Section									
Approved posts 2017/18	–	1	6	13	2	**22**	5	9	**36**
Proposed posts 2018/19	–	1	5	8	2	**16**	5	8	**29**
Net change (see table 15)	–	–	**(1)**	**(5)**	–	**(6)**	–	**(1)**	**(7)**
Security Sector Reform Service									
Approved posts 2017/18	–	1	3	3	1	**8**	2	2	**12**
Proposed posts 2018/19	–	1	3	2	1	**7**	2	2	**11**
Net change (see table 16)	–	–	–	**(1)**	–	**(1)**	–	–	**(1)**
Total									
Approved posts 2017/18	–	4	23	31	5	**63**	10	32	**105**
Proposed posts 2018/19	–	4	20	27	5	**56**	10	24	**90**
Net change	–	–	**(3)**	**(4)**	–	**(7)**	–	**(8)**	**(15)**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.
[a] Includes National Professional Officers and national General Service staff.

International staff: net decrease of 7 posts

United Nations Volunteers: net decrease of 8 positions

Political Affairs Division

Table 14
Human resources: Political Affairs Division

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-3	Political Affairs Officer	Abolishment	
	-1	P-3	Electoral Officer	Abolishment	
	-7	UNV	Political Affairs Officer	Abolishment	
	+2	P-2	Associate Political Affairs Officer	Establishment	
	-2	P-4	Political Affairs Officer	Reclassification	Reclassified from P-4 to P-3
	+2	P-3	Political Affairs Officer	Reclassification	Reclassified from P-4 to P-3
Net change	**-7**		(see table 13)		

Abbreviation: UNV, United Nations Volunteer.

86. Under the new mandate, the Mission will prioritize and enhance its support to the political process. The good offices of the Mission will continue to support the

peace process, as well as local ceasefires, peace agreements and the restoration of State authority. In line with geographical prioritization, teams will be deployed to tackle challenges and implement projects in the field as needed. In addition, some functions previously carried out by the Political Affairs Division will gradually transfer to the United Nations country team. As a result, the scope and scale of responsibilities will diminish for some posts in both Bangui and the field offices. Some responsibilities will be carried out by the heads of offices and other colleagues in the individual political affairs units in field offices and in Bangui, if they are not transferred to the country team.

87. It is proposed that, as shown in table 14, nine posts be abolished and two posts be reclassified. Following the reprofiling of the scope of responsibilities and to partly offset the reduced capacity, it is proposed that two posts be established to support the work of the Mission with regard to the African Initiative for Peace and Reconciliation and the need to support and monitor the anticipated extension of State authority as it progresses.

Disarmament, Demobilization and Reintegration Section

Table 15
Human resources: Disarmament, Demobilization and Reintegration Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-4	Disarmament, Demobilization and Reintegration Officer	Abolishment	
	-5	P-3	Disarmament, Demobilization and Reintegration Officer	Abolishment	
	-1	UNV	Disarmament, Demobilization and Reintegration Officer	Abolishment	
Net change	-7		(see table 13)		

Abbreviation: UNV, United Nations Volunteer.

88. The Mission is mandated to continue its support to the Government in developing and implementing an inclusive and progressive programme for the disarmament, demobilization and reintegration and, in case of foreign elements, repatriation, of members of armed groups, on the basis of the agreement between the Transitional Government and the armed groups on the principles of disarmament, demobilization, reintegration and repatriation and of integration into the uniformed State forces of the Central African Republic, which was signed at the Bangui Forum on National Reconciliation on 10 May 2015. The Mission will continue to provide technical and logistical support to the Consultative Follow-up Committee on Disarmament, Demobilization, Reintegration and Repatriation, which is the Government's forum for dialogue on disarmament, demobilization and reintegration with the armed groups, and will support the implementation of a national programme once agreements are reached. In the interim, the Mission will limit the number of disarmament, demobilization and reintegration initiatives and focus on 1,000 ex-combatants, facilitating their reintegration into society and preventing further recruitment into armed groups, which will contribute to stabilization, security and the protection of civilians and widen the space for political negotiation in the areas of the country where the initiatives are implemented.

89. While the Mission will continue to support the Consultative Follow-up Committee on Disarmament, Demobilization, Reintegration and Repatriation and pursue initiatives to realize an eventual national disarmament, demobilization and reintegration programme, the Disarmament, Demobilization and Reintegration Section will shift the majority of its activities to community violence reduction programmes, targeting 8,500 beneficiaries. MINUSCA will support the

implementation of a nationally owned community violence reduction strategy, to be delivered in close collaboration with United Nations country team partners that will support the reinsertion of young combatants and community members into the socioeconomic structures of their communities.

90. As a political agreement has not been reached between the Government and armed groups for a national disarmament, demobilization and reintegration programme, it is proposed that the seven posts presented in table 15 be abolished and the staffing levels be re-evaluated as the political situation develops.

Security Sector Reform Service

Table 16
Human resources: Security Sector Reform Service

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-3	Security Sector Reform Officer	Abolishment	
	-1	UNV	Security Sector Reform Officer	Abolishment	
	+1	UNV	Arms Embargo Officer	Redeployment	From Joint Mission Analysis Centre, Office of the Chief of Staff
Net change	**-1**		(see table 13)		

Abbreviation: UNV, United Nations Volunteer.

91. The Security Sector Reform Service will continue to provide strategic and technical advice to the authorities of the Central African Republic to implement its national strategy on security sector reform, in close coordination with the European Union Military Training Mission in the Central African Republic. That will include providing strategic and technical advice to the authorities for the implementation of its eight sectoral plans, including in the areas of water and forestry, customs and finance, civil protection, security sector reform, communications and democratic control, and for the implementation of the national capacity-building and development plan for internal security forces.

92. The scope of work will no longer include operational and infrastructure support for the deployment of the internal security forces, but will focus on coordinating international support to security sector reform and providing normative and strategic advice to the national authorities to support the implementation of the national strategy on security sector reform and its associated sectoral plans. In the light of the decrease in the scope of the work of the Security Sector Reform Service, it is proposed that the two posts of Security Sector Reform Officer presented in table 16 be abolished and the staffing levels be re-evaluated as the political situation develops.

93. The proposed redeployment of one post from the Office of the Chief of Staff is set out in table 7 and discussed in paragraph 64 of the present report.

Component 3: fight against impunity, and support for the extension of State authority and rule of law

94. In support of the Government and in close collaboration with the United Nations country team and other international actors, MINUSCA will continue to support the establishment and strengthening of transitional justice mechanisms, promote the fight against impunity, support the restoration and extension of State authority and promote social cohesion, reconciliation and the rule of law. The Mission will focus on immediate, short- and medium-term priorities in areas where security has been restored or where MINUSCA has been able to reinstate sufficient security to allow

for the extension of State authority, building on the model of "Operation Bekpa" in Bambari in 2017.

95. MINUSCA will continue to fight impunity and bring to justice perpetrators of violations of international humanitarian and human rights law through the provision of support for transitional justice mechanisms and by assisting the Government with the development of its strategy for transitional justice. As part of its support for transitional justice, MINUSCA will continue to support the operationalization of the Special Criminal Court. To maintain basic law and fight impunity, the Mission, under its mandate for urgent temporary measures, will arrest or support the arrest of those responsible for obstructing the peace process and those who have committed serious crimes against civilians and international actors.

96. The Mission will support the extension of State authority together with the United Nations country team and other partners, prioritizing areas where the security situation is stable and where conditions exist that would lead to greater impact and to short- and medium-term results that would enable partners better suited to do so to pursue long-term objectives. It is in that context that the Mission will provide strategic and technical advice to the Government on the establishment of interim security and administrative arrangements, as well as the deployment of civil administration and local governance. MINUSCA will continue to prioritize the deployment of the police and courts and prisons personnel, taking into account the impact, sustainability and presence of other partners and lessons learned from experiences to date, when determining strategic geographical distribution. That will entail support for the improvement of the functioning of judicial institutions and for the demilitarization of the prisons system, including through reinforcing the capacity of the police and courts to conduct investigations and prosecutions so that the State can begin to assume more responsibility for the rule of law in the Central African Republic. Temporary deployment will be considered where permanent deployment is not feasible.

97. Recognizing the critical importance of addressing natural resources as a source of conflict and the need for the Government of the Central African Republic to take control of its revenue and tax base, the Mission will support the Government and its primary development partners in tackling the illicit exploitation of the country's natural resources. In particular, United Nations police personnel will co-locate with the police unit tasked with investigating mining-related fraud in two strategic locations, while MINUSCA transfers to other United Nations agencies and partners the lead role in supporting the Government in developing a broad strategy to tackle the illicit exploitation of natural resources. MINUSCA would therefore only support and facilitate the efforts of the Government as well as the United Nations development agencies and other technical and financial partners as articulated in the National Recovery and Peacebuilding Plan and UNDAF+, which is the coordinated response of the United Nations to the national priorities defined in the Government's National Recovery and Peacebuilding Plan and unites the contributions of the United Nations agencies, funds and programmes and MINUSCA.

Expected accomplishments	*Indicators of achievement*
3.1 Strengthened transitional justice mechanisms, including the Special Criminal Court, and improved capacity to fight impunity	3.1.1 Number of new targeted operations executed by the national police and gendarmerie in conjunction with MINUSCA (2016/17: 2; 2017/18: 25; 2018/19: 20)
	3.1.2 Number of early-stage investigations completed by the Special Prosecutor of the Special Criminal Court and handed over to the investigating judges (2016/17: not applicable; 2017/18: 5; 2018/19: 5)

3.1.3 Increase in the number of magistrates and registrars employed by the Special Criminal Court (2016/17: 6; 2017/18: 12; 2018/19: 18)

3.1.4 Increase in transitional justice mechanisms, in addition to the Special Criminal Court, that are operational and comply with international standards for human rights, including standards for the promotion and protection of the rights of children (2016/17: not applicable; 2017/18: 1; 2018/19: 1)

Outputs

- 20 joint targeted operations with the internal security forces aimed at arresting alleged perpetrators of serious crimes, including heads or senior leaders of armed groups
- 2 workshops to provide policy and technical advice to support the Central African authorities with the design and implementation of comprehensive, gender-sensitive transitional justice mechanisms based on human rights principles, including by sharing policy-oriented research on the contribution of traditional reconciliation mechanisms to transitional justice in the country and on the root causes of impunity in the country
- 1 workshop and 2 consultations to provide policy guidance and support for civil society organizations with the development of a common advocacy position on the integration of human rights and transitional justice into the peace process, in order to enhance the inclusivity of the peace process in the Central African Republic
- 6 awareness-raising sessions and 3 strategic workshops with parliamentarians and members of relevant decision-making bodies to promote gender mainstreaming and the implementation of Security Council resolution 1325 (2000) in transitional justice mechanisms
- 2 workshops, 1 national consultation and the publication and dissemination of 1 booklet on transitional justice in Sango and French to support the development and adoption of enabling legislation for the truth and reconciliation commission, in partnership with the United Nations country team
- 1 technical workshop to support, with partners, the establishment and operationalization of a resourced and functional national memory, peace and documentation centre and the formulation of a national policy on documentation and archives, and 1 seminar, to include international experts, on archive management and the role of archives in transitional justice processes
- 3 permanent premises established and equipped (the Bangui Court of First Instance, its annex and the former police headquarters), 4 magistrates and registrars deployed and an office for the coordination of legal assistance established, in cooperation with UNDP and/or the United Nations Office on Drugs and Crime (UNODC)
- A witness protection system developed for the Special Criminal Court
- 1 training workshop for magistrates of the Special Criminal Court on the investigation, prosecution and trial of serious crimes; 1 training workshop for magistrates of the Special Criminal Court on international criminal law and victim and witness protection; 1 training workshop for court clerks of the Special Criminal Court on court administration; 4 training workshops on techniques for complex investigations for 20 specialized police and gendarmerie officers, and for focal points for serious and organized crimes investigations; and daily technical advice in the form of legal, budgetary and administrative support provided to 7 national and 9 international magistrates and registrars

- Weekly meetings with and the provision of technical advice to the Office of the Special Prosecutor and investigative judges of the Special Criminal Court and regular national courts, and 6 sensitization initiatives to advocate for the use of the mapping report, to support the implementation of the Special Criminal Court's investigation and prosecution strategy
- Provision of 24/7 security for the magistrates of the Special Criminal Court and Court premises, and capacity-building for the national personnel who provide security
- 6-month strategic communications campaign using mass media, social media and public events, in cooperation with UNDP, to promote an understanding of and support for transitional justice processes

Expected accomplishments	*Indicators of achievement*
3.2 Progress towards the extension of State authority and the rule of law in the Central African Republic	3.2.1 Number of newly trained and deployed local authorities, traditional chiefs and civil servants (2016/17: 550; 2017/18: 600; 2018/19: 500)
	3.2.2 Increase in the number of national civilian prison officers in the workforce (2016/17: not applicable; 2017/18: 191; 2018/19: 352)
	3.2.3 Number of police commissariats or gendarmerie brigades deployed and functional in the prefectures (2016/17: not applicable; 2017/18: 28; 2018/19: 38)
	3.2.4 Increase in the number of prisons reopened in regions outside Bangui (2016/17: 7; 2017/18: 11; 2018/19: 13)
	3.2.5 Increase in the annual number of criminal sessions held by the three courts of appeals (2016/17: not applicable; 2017/18: 3; 2018/19: 3)
	3.2.6 Increase in the number of prosecutions completed involving serious crimes (2016/17: not applicable; 2017/18: 75; 2018/19: 80)
	3.2.7 Reduction in the average number of serious prison incidents directly threatening prison operations and public safety, per 100 detainees held, throughout the year (2016/17: not applicable; 2017/18: not applicable; 2018/19: 7.6)

Outputs

- 4 progress reports monitoring the work of National Recovery and Peacebuilding Plan to support quarterly coordination meetings of the Plan's advisory board
- 4 meetings of the coordination working groups of the National Recovery and Peacebuilding Plan and supporting workshops, during which MINUSCA, in coordination with the United Nations country team, provides technical advice and support to the national authorities with regard to the implementation of a nationally owned strategy for the restoration of State authority; the implementation of the road map for the redeployment of local authorities, civil servants and the provision of services; and the establishment of coordination mechanisms within the Plan

- 20 workshops, in partnership with the European Union and the United Nations country team, and in coordination with communities, to provide technical advice and capacity-building to support the deployment and training of 500 administrators from prefectures and sub-prefectures in areas of public administration and core government competencies
- 1 court rehabilitated or constructed, 4 courts equipped, and 54 flights conducted for the transport of court personnel by MINUSCA as part of the Mission's provision of logistical support to the Ministry of Justice
- Weekly advisory and mentoring meetings with judicial institutions to enhance the quality of the training delivered to magistrates and law clerks, thereby reinforcing national investigative and prosecutorial capacities
- 10 days of training workshops conducted for 40 magistrates and court personnel on topics related to criminal justice, including the prosecution of international crimes
- 4 refresher training workshops conducted for 80 judicial police officers in Bangui, Bouar and Bambari on investigation techniques
- 12 meetings with representatives of judicial institutions and legal service providers to promote the processing of cases of conflict-related sexual violence within the judicial system
- Weekly advisory meetings with judicial and penitentiary authorities and technical support to the École nationale d'administration et de magistrature for the selection, vetting and training of 300 civilian prison officers
- Daily on-the-job training of 150 new civilian prison officer trainees, monthly mentoring and advice to 82 civilian prison officers in 5 prison facilities outside Bangui, including the women's prison in Bimbo, and on-the-job training and mentoring of 23 civilian prison officers 24 hours a day, 7 days a week, at Ngaragba central prison and its annex at Camp de Roux, through the co-location of MINUSCA corrections personnel
- 10 additional police stations or gendarmerie brigades constructed or rehabilitated through 10 quick-impact projects
- 12 meetings with the Ministry of Justice, judicial inspection services and other relevant national authorities, in cooperation with UNDP, to plan and coordinate the physical redeployment of justice and rule of law actors to the regions and the provision of logistical and technical support to the 3 courts of appeals (in Bangui, Bouar and Bambari)
- 12 meetings with national authorities, the co-location of 14 United Nations police personnel with mining police in 2 prefectures and 20 workshops for 600 personnel of the internal security forces to provide technical advice and guidance to address the illegal taxation and illicit exploitation of natural resources related to the presence of armed groups
- Quarterly and monthly strategic communications activities through print and broadcast outlets to improve Central Africans' understanding of their rights and legal processes and to raise awareness among the population of the efforts made by MINUSCA and the national institutions towards the improved functioning of judicial and penitentiary institutions

External factors

The security environment and the ability of judicial personnel to remain in their posts, the timely deployment of necessary staff and the willingness of the Ministry of Justice to implement disciplinary measures, when required, to maintain personnel in their posts

Table 17
Human resources: component 3, fight against impunity, and support for the extension of State authority and rule of law

	International staff								
	USG–ASG	*D-2–D-1*	*P-5–P-4*	*P-3–P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Justice and Corrections Section									
Approved posts 2017/18	–	1	16	20	1	**38**	22	9	**69**
Proposed posts 2018/19	–	1	15	14	1	**31**	19	5	**55**
Net change (see table 18)	–	–	**(1)**	**(6)**	–	**(7)**	**(3)**	**(4)**	**(14)**
Civil Affairs Section									
Approved posts 2017/18	–	1	7	8	2	**18**	101	8	**127**
Proposed posts 2018/19	–	1	7	8	2	**18**	92	8	**118**
Net change (see table 18)	–	–	–	–	–	–	**(9)**	–	**(9)**
Total									
Approved 2017/18	–	2	23	28	3	**56**	123	17	**196**
Proposed 2018/19	–	2	22	22	3	**49**	111	13	**173**
Net change	–	–	**(1)**	**(6)**	–	**(7)**	**(12)**	**(4)**	**(23)**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.
[a] Includes National Professional Officers and national General Service staff.

International staff: net decrease of 7 posts

National staff: net decrease of 12 posts

United Nations Volunteers: net decrease of 4 positions

Justice and Corrections Section

Table 18
Human resources: Justice and Corrections Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-4	Judicial Affairs Officer	Abolishment	
	-4	P-3	Judicial Affairs Officer	Abolishment	
	-2	P-3	Corrections Officer	Abolishment	
	-2	NPO	Associate Corrections Officer	Abolishment	
	-1	NPO	Associate Judicial Affairs Officer	Abolishment	
	-2	UNV	Judicial Affairs Officer	Abolishment	
	-1	UNV	Judicial Affairs Officer	Abolishment	
	-1	UNV	Judicial Affairs Officer	Reassignment	To Office of the Chief of Staff, as Legal Officer
Net change	**-14**		(see table 17)		

Abbreviations: NPO, National Professional Officer; UNV, United Nations Volunteer.

98. The Justice and Corrections Section will continue to support the establishment of transitional justice mechanisms, one of the key priority tasks identified in the new

mandate of the Mission, including through the provision of support to the Special Criminal Court. That work represents a key part of the peace and reconciliation process and the fight against impunity, and is essential to addressing the root causes of conflict in the country. The Section will support the Central African authorities with the design and implementation of comprehensive, gender-sensitive transitional justice mechanisms based on human rights principles, and will support urgent temporary measures such as the arresting of alleged perpetrators of serious crimes, including heads or senior leaders of armed groups. In addition, the Section will support the operationalization and function of the Special Criminal Court in close collaboration with the national authorities and other key partners, and will also work to establish a framework for the protection of victims and witnesses. In line with its mandate to support the strengthening of the extension of State authority and rule of law in the Central African Republic, the Mission will continue to assist the authorities with strengthening the criminal justice and penitentiary systems.

99. In the contexts of: (a) the focus on core peacekeeping activities; (b) geographical prioritization and the deployment of mobile teams; (c) an enhanced focus on near- and medium-term deliverables; (d) the transfer of responsibilities to national authorities and partners in some areas; and (e) the reduced involvement of the Mission with regard to infrastructure projects, the capacity of justice and corrections personnel will significantly diminish. In particular, the Mission will continue to divest some of its longer-term activities to national authorities and partners in areas such as Berberati, where security and political situations are more conducive to such progress, and build on the success of Operation Bekpa and its work to redeploy State authority and to establish a "weapons free zone" in Bambari. In areas where the security situation remains tenuous, such as in Bria, the Justice and Corrections Section will reduce or cease its activities until conditions improve.

100. In the light of the above, it is proposed that 13 posts, as shown in table 18, be abolished commensurate with the operational requirements anticipated for the period.

101. The proposed reassignment of one post to the Office of the Chief of Staff is set out in table 5 and discussed in paragraphs 58 to 60 of the present report.

Civil Affairs Section

Table 19
Human resources: Civil Affairs Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-9	NGS	Liaison Assistant	Abolishment	
Net change	**-9**		(see table 17)		

Abbreviation: NGS, national General Service.

102. The Civil Affairs Section is responsible for three core pillars: the extension of State authority, the protection of civilians and the promotion of community dialogue and social cohesion. In conjunction with the United Nations country team, the Section will continue to: (a) provide support to the Government regarding the sustainable deployment of national, prefectural and local administrative authorities to priority areas outside Bangui to reduce the presence of armed groups and enhance territorial integrity; (b) support the Mission and communities through increased efforts to better anticipate and respond to threats to civilians through early warning mechanisms, community alert networks and community protection plans; (c) implement local, from the bottom up approaches to protection by engaging with communities on security and protection issues and supporting community violence reduction initiatives; and

(d) address root causes of conflict and promote national reconciliation through community dialogue, local conflict resolution mechanisms and enhanced social cohesion, working with relevant regional and local bodies and religious leaders and ensuring the full and effective participation of women and youth in line with the national action plan of the Central African Republic on women, peace and security.

103. In the context of the relatively calm security situation in Bangui, and the reduction of some field office operations and the number of operating bases from 35 to 34, it is proposed that the nine posts presented in table 19 be abolished, which would reduce the staffing establishment of Liaison Assistants in the Civil Affairs Section to 78 posts. The Mission will continue to maintain at least one post in each company operating base in the field, noting that protection concerns have been more effectively addressed in areas where troops have established a good relationship and trust with community leaders and inhabitants and acknowledging the contributions of Liaison Assistants in that regard. In addition, the presence of Liaison Assistants at all operating bases allows the Civil Affairs Section to continue to provide the support discussed in paragraph 102.

Component 4: support

104. The support component of the Mission will continue to provide effective and efficient services in support of the implementation of the mandate of the Mission through the delivery of related outputs, service improvements and efficiency gains, and support the conduct and discipline standards of the Organization and the protection of personnel and civilians from sexual exploitation and abuse. It will strive to achieve operational excellence across a full range of services, including audit, risk and compliance; aviation; budget, finance and reporting; civilian and uniformed personnel administration; facilities, infrastructure and engineering; fuel management; geospatial, information and telecommunications technologies; medical; supply chain management; and vehicle management and ground transport.

105. In addition to the emphasis of the Mission on geographical prioritization in the context of its operations and the streamlining of the sector-based and field office presence and its consequent impact on mission support, which is discussed in paragraphs 31 to 35 of the present report, requirements for mission support as they relate to the core support functions overseen by the Offices of the Director and Deputy Director of Mission Support, and as they relate to services and supply chain management, have advanced to a maintenance stage. The Mission has adopted a more flexible, mobile approach to its activities and will deploy multidisciplinary teams from Bangui and larger field offices to other areas as required. As a result, the proposed staffing changes presented in the detailed tables under component 4 form part of the overall reorganization and realignment of the Mission as it refocuses its efforts and ensures an efficient and effective utilization of resources.

106. The internal staffing review conducted by the Mission carefully evaluated the scope and scale of functions required to: (a) provide support to the Mission in its maintenance stage; (b) ensure that the delivery of the mandate with a sequencing of priorities was feasible; and (c) provide support to an additional 900 military personnel. The review was conducted with a view to linking resource requirements with the expected accomplishments and planned outputs. As a result, a significant number of posts are proposed for abolishment, and a few key functions required to enhance the overall changes to the scale and scope of staffing capacity are proposed through the reassignment of functions that are no longer critical to the Mission's support in the context of the circumstances described above.

Expected accomplishments	*Indicators of achievement*
4.1 Rapid, effective, efficient and responsible support services for the Mission	4.1.1 Percentage of approved flight hours utilized (excluding search and rescue, and medical and casualty evacuation) (2016/17: 68 per cent; 2017/18: ≥90 per cent; 2018/19: ≥90 per cent)
	4.1.2 Cancelled prior-year budget obligations as a percentage of prior-period obligations carried forward (2016/17: 14 per cent; 2017/18: ≤5 per cent; 2018/19: ≤5 per cent)
	4.1.3 Average annual percentage of vacant authorized international posts (2016/17: 22.0 per cent; 2017/18: 25.8 per cent; 2018/19: 8.3 per cent ± 1 per cent)
	4.1.4 Average annual percentage of female international civilian staff (2016/17: 29 per cent; 2017/18: ≥34 per cent; 2018/19: ≥36 per cent)
	4.1.5 Average number of working days for roster recruitments, from closing of the job opening to candidate selection, for all international candidate selections (2016/17: 47; 2017/18: ≤48; 2018/19: ≤48)
	4.1.6 Average number of working days for post specific recruitments, from closing of the job opening to candidate selection, for all international candidate selections (2016/17: not applicable; 2017/18: ≤130; 2018/19: ≤130)
	4.1.7 Overall score on the Department of Field Support environmental management scorecard (2016/17: not applicable; 2017/18: 100; 2018/19: 100)
	4.1.8 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2016/17: 87 per cent; 2017/18: ≥85 per cent; 2018/19: ≥85 per cent)
	4.1.9 Compliance with field occupational safety risk management policy (2016/17: not applicable; 2017/18: 100 per cent; 2018/19: 100 per cent)
	4.1.10 Overall score on the Department of Field Support property management index based on 20 underlying key performance indicators (2016/17: 1,714; 2017/18: ≥ 1,800; 2018/19: ≥ 1,800)
	4.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodation as at 30 June 2017, in accordance with memorandums of understanding (2016/17: 35 per cent; 2017/18: 100 per cent; 2018/19: 80 per cent)

Outputs

Service improvements

- Implementation of the supply chain management strategy and blueprint of the Department of Field Support
- Implementation of a yearly road safety campaign, the provision of training for defensive driving for all personnel and training on the maintenance and management of the fleet for transport personnel
- Improvement of the efficiency and reliability of the power supply through: (a) the synchronization of all main generator stations; (b) the installation of remote monitoring networks to monitor real-time performance of the generator stations; (c) the provision of solar power services to Mission sites where it is difficult to maintain generator services; and (d) the continued installation of diesel hybrid power systems
- Implementation of the Mission-wide environmental action plan, in line with the environmental strategy of the Department of Field Support
- Improvement in disposal of the Mission's solid waste materials and wastewater management through: (a) the installation and management of incinerators and the development of the Kolongo landfill in line with environmental standards of the Organization and in response to the recommendations of the Board of Auditors, which will be operated and managed by the local municipality of Bangui; and (b) the continued installation and management of wastewater treatment plants
- Improvement in the living conditions for uniformed and civilian personnel through the construction of hard-walled accommodations and the installation of equipment in several camps in field locations

Audit, risk and compliance services

- Implementation of any pending prior fiscal year recommendations from the Board of Auditors, as accepted by Management (as of December 2017, the implementation rate of the recommendations of the Board of Auditors was 51 per cent)

Aviation services

- Operation and maintenance of 15 aircraft (3 fixed-wing and 12 rotary-wing)
- Provision of 10,820 planned flight hours (5,300 from commercial providers, 5,520 from military providers) for all services, including passenger, cargo, patrols and observation, search and rescue, casualty and medical evacuation
- Oversight of aviation safety standards for 15 aircraft and 28 airfields and landing sites

Budget, finance and reporting services

- Provision of budget, finance and accounting services for a budget of $945.5 million, in line with delegated authority
- Provision of support to the finalization of annual financial statements for the Mission in compliance with the International Public Sector Accounting Standards and the Financial Regulations and Rules of the United Nations

Civilian personnel services

- Provision of human resources services to a maximum strength of 1,524 authorized civilian personnel (704 international staff, 610 national staff and 210 United Nations Volunteers) including support in the areas of claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management, in line with delegated authority
- Provision of in-mission training courses to 5,511 civilian personnel, and provision of support for out-of-mission training for 97 civilian personnel

- Provision of support for the processing of 8,372 in-mission and 192 out-of-mission travel requests for non-training purposes and 97 travel requests for training purposes, for civilian personnel

Facility, infrastructure and engineering services

- Maintenance and repair services for a total of 89 Mission sites at 23 locations
- Implementation of 16 construction projects and renovation and alteration work at 26 sites in Bangui and 17 sites in the regions, including major and minor construction and the maintenance of hard-walled accommodation and structural reinforcement at 16 sites, the development of 1 landfill, the construction of 4 helipads, the installation of 5 M2 Bailey bridge sets and the repair of 15 short- and medium-span timber bridges; repair and maintenance of 310 kilometres of road
- Operation and maintenance of 267 United Nations-owned generators and 3 solar power panel sites, in addition to electricity services contracted from local providers
- Operation and maintenance of United Nations-owned water supply and treatment facilities: 32 boreholes and 15 water treatment and purification plants, 41 United Nations-owned wastewater treatment plants, drilling and installation of 15 boreholes and 8 wastewater treatment plants
- Provision of waste management services, including liquid and solid waste collection and disposal, to 26 sites
- Provision of cleaning, ground maintenance and pest control services for 26 sites, as well as maintenance of catering facilities for 6 sites
- Operation and maintenance of 2 units within an unmanned aerial system and 6 units of surveillance technology, under a letter-of-assist arrangement with a troop-contributing country, for intelligence, surveillance and reconnaissance/early warning operations to protect Mission personnel

Fuel management services

- Management of supply and storage of 29.3 million litres of fuel (8.1 million litres for air operations, 6.9 million litres for ground transportation and 14.3 million litres for generators and other facilities) and of oil and lubricants across distribution points and storage facilities at 14 locations

Geospatial, information, and telecommunications technologies services

- Provision and support of 3,649 ultra-high frequency (UHF)/very-high frequency (VHF) and VHF air band handheld portable radios, 1,391 UHF/VHF and high frequency (HF) mobile radios for vehicles and 230 UHF/VHF/HF and VHF air band base station radios
- Operation and maintenance of 13 FM radio broadcast stations and 10 radio production facilities
- Operation and maintenance of a network for voice, fax, video and data communication, including 37 very small aperture terminals, 22 phone exchanges and 171 microwave links, as well as the provision of 42 satellite phones, a Broadband Global Area Network and "IP+" mobile satellite broadband terminals
- Provision and support for 2,256 computing devices and 563 printers for an average strength of 2,664 civilian and uniformed end users, in addition to 1,036 computing devices and 139 printers for connectivity of contingent personnel, as well as other common services
- Support and maintenance of 200 local area networks and wide area networks at 75 sites
- Production of 6,000 maps and updating of 301 topographic and thematic maps at different scales
- Support and maintenance of 71 quadcopters for high-resolution aerial surveys of 20 camps and 500 square kilometres of city-level surveys to support operational planning and for intelligence, surveillance and reconnaissance/early warning operations to protect Mission personnel

Medical services

- Operation and maintenance of United Nations-owned medical facilities (2 level I clinics located in Bangui and Bouar and 9 emergency and first aid stations located in Bambari, Bangassou, Berberati, Bossangoa, Bria, Kaga Bandoro, Ndélé, Obo and Paoua), and provision of support to contingent-owned medical facilities (32 level I clinics, 1 level I-plus hospital located in Bouar and 3 level II hospitals located in Bangui, Bria and Kaga Bandoro)
- Maintenance of medical evacuation arrangements to 4 contingent-owned medical facilities (1 level I-plus and 3 level II hospitals) in the Mission area (Bangui, Bouar, Bria and Kaga Bandoro) and 5 medical facilities (4 level III, 1 level IV) in 2 locations outside the Mission area

Supply chain management services

- Provision of planning and sourcing support for an estimated $99.0 million in acquisition of goods and commodities, in line with delegated authority
- Receipt, management and onward distribution of up to 16,560 tons of cargo within the Mission area
- Management, accounting and reporting for property, plant and equipment and financial and non-financial inventories, as well as equipment below threshold with a total historical cost of $280.5 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum strength of 13,730 authorized military and police personnel (169 military observers, 311 military staff officers, 11,170 contingent personnel, 400 United Nations police officers and 1,680 formed police personnel) and 108 government-provided personnel
- Inspection, verification and reporting on contingent-owned major equipment and self-sustainment compliance for 40 military and formed police units at 89 sites
- Supply and storage of rations, combat rations and water for an average strength of 12,850 military contingents and formed police personnel
- Support for the processing of claims and entitlements for an average strength of 13,730 military and police personnel and 108 government-provided personnel
- Support for the processing of 968 in-mission and 70 out-of-mission travel requests for non-training purposes and 50 travel requests for training purposes

Vehicle management and ground transport services

- Operation and maintenance of 1,154 United Nations-owned vehicles (689 light passenger vehicles, 138 special-purpose vehicles, 10 ambulances, 93 armoured vehicles and 224 other specialized vehicles, trailers and attachments) 3,000 contingent-owned vehicles and 18 workshop and repair facilities, as well as provision of transport and shuttle services

Security services

- Provision of 24-hour close protection to senior Mission personnel and visiting high-level officials, and security and safety services to all Mission personnel and installations
- 4 training sessions per month for security officers on unarmed combat, firearms, close protection procedures and techniques, investigation techniques and other related areas to ensure continued professional security services
- Annual training session on security for all regional and area security coordinators and conduct of at least 2 evacuation and relocation drills Mission-wide

- 3 training sessions per month on Safe and Secure Approaches in Field Environments for Mission personnel to reduce the impact of security threats

Conduct and discipline

- Implementation of the conduct and discipline programme for all personnel through prevention activities, including training, monitoring of investigations and disciplinary actions, and remedial actions

External factors

Changes in the political, security, economic and humanitarian context; variance in host country compliance with the provisions of the status-of-forces/Mission agreement; delays in the signing of memorandums of understanding and letters of assist regarding the deployment of uniformed personnel and equipment; gaps in the capabilities of troop- or police-contributing countries; changes in currency exchange rates and local prices

Table 20
Human resources: component 4, support

Category	*Total*
I. Military contingents	
Approved posts 2017/18	44
Proposed posts 2018/19	44
Net change	–

	International staff								
II. Civilian staff	*USG–ASG*	*D-2–D-1*	*P-5–P-4*	*P-3–P-2*	*Field Service*	***Subtotal***	*National staff[a]*	*United Nations Volunteers*	*Total*
Security Section									
Approved posts 2017/18	–	–	2	15	95	**112**	114	3	229
Proposed posts 2018/19	–	–	1	12	95	**108**	110	3	221
Net change (see table 21)	–	–	**(1)**	**(3)**	–	**(4)**	**(4)**	–	**(8)**
Mission Support Division									
Office of the Director of Mission Support									
Approved posts 2017/18	–	1	8	6	29	**44**	23	4	71
Proposed posts 2018/19	–	1	8	5	26	**40**	20	7	67
Net change	–	–	–	**(1)**	**(3)**	**(4)**	**(3)**	3	(4)
Approved temporary positions[b] 2017/18	–	–	–	–	1	**1**	–	–	1
Proposed temporary positions 2018/19	–	–	–	–	–	**–**	–	–	–
Net change	–	–	–	–	**(1)**	**(1)**	–	–	(1)
Subtotal									
Approved 2017/18	–	1	8	6	30	**45**	23	4	72
Proposed 2018/19	–	1	8	5	26	**40**	20	7	67
Net change	–	–	–	**(1)**	**(4)**	**(5)**	**(3)**	3	(5)

Office of the Deputy Director of Mission Support									
Approved posts 2017/18	–	1	8	11	30	**50**	60	15	**125**
Proposed posts 2018/19	–	1	6	10	28	**45**	55	16	**116**
Net change	–	–	**(2)**	**(1)**	**(2)**	**(5)**	**(5)**	**1**	**(9)**
Approved temporary positions[a] 2017/18	–	–	1	1	7	**9**	–	–	**9**
Proposed temporary positions 2018/19	–	–	–	–	–	**–**	–	–	**–**
Net change	–	–	**(1)**	**(1)**	**(7)**	**(9)**	–	–	**(9)**
Subtotal									
Approved 2017/18	–	1	9	12	37	**59**	60	15	**134**
Proposed 2018/19	–	1	6	10	28	**45**	55	16	**116**
Net change	–	–	**(3)**	**(2)**	**(9)**	**(14)**	**(5)**	**1**	**(18)**
Services Delivery Service									
Approved posts 2017/18	–	1	11	14	60	**86**	94	70	**250**
Proposed posts 2018/19	–	1	10	11	61	**83**	86	59	**228**
Net change	–	–	**(1)**	**(3)**	**1**	**(3)**	**(8)**	**(11)**	**(22)**
Approved temporary positions[a] 2017/18	–	–	–	1	13	**14**	8	–	**22**
Proposed temporary positions 2018/19	–	–	–	–	–	**–**	–	–	**–**
Net change	–	–	–	**(1)**	**(13)**	**(14)**	**(8)**	–	**(22)**
Subtotal									
Approved 2017/18	–	1	11	15	73	**100**	102	70	**272**
Proposed 2018/19	–	1	10	11	61	**83**	86	59	**228**
Net change	–	–	**(1)**	**(4)**	**(12)**	**(17)**	**(16)**	**(11)**	**(44)**
Supply Chain Management Service									
Approved posts 2017/18	–	1	12	12	91	**116**	104	39	**259**
Proposed posts 2018/19	–	1	11	12	79	**103**	77	22	**202**
Net change	–	–	**(1)**	–	**(12)**	**(13)**	**(27)**	**(17)**	**(57)**
Approved temporary positions[a] 2017/18	–	–	–	3	3	**6**	–	–	**6**
Proposed temporary positions 2018/19	–	–	–	–	–	**–**	–	–	**–**
Subtotal	–	–	–	**(3)**	**(3)**	**(6)**	–	–	**(6)**
Approved 2017/18	–	1	12	15	94	**122**	104	39	**265**
Proposed 2018/19	–	1	11	12	79	**103**	77	22	**202**
Net change	–	–	**(1)**	**(3)**	**(15)**	**(19)**	**(27)**	**(17)**	**(63)**
Geospatial, Information and Telecommunications Technologies Section									
Approved posts 2017/18	–	–	4	3	46	**53**	24	2	**79**
Proposed posts 2018/19	–	–	3	3	40	**46**	24	2	**72**
Net change (see table 41)	–	–	**(1)**	–	**(6)**	**(7)**	–	–	**(7)**

Support Services									
MONUSCO logistics hub, Entebbe									
Approved posts 2017/18	–	–	–	–	2	**2**	2	–	**4**
Proposed posts 2018/19	–	–	–	–	2	**2**	2	–	**4**
Net change	–	–	–	–	–	**–**	–	–	**–**
Civilian staff									
Approved posts 2017/18	–	4	45	61	353	**463**	421	133	**1 017**
Proposed posts 2018/19	–	4	39	53	331	**427**	374	109	**910**
Net change	–	–	**(6)**	**(8)**	**(22)**	**(36)**	**(47)**	**(24)**	**(107)**
Approved temporary positions[3] 2017/18	–	–	1	5	24	**30**	8	–	**38**
Proposed temporary positions 2018/19	–	–	–	–	–	**–**	–	–	**–**
Net change	–	–	**(1)**	**(5)**	**(24)**	**(30)**	**(8)**	–	**(38)**
Total, civilian staff									
Approved 2017/18	–	4	46	66	377	**493**	429	133	**1 055**
Proposed 2018/19	–	4	39	53	331	**427**	374	109	**910**
Net change	–	–	**(7)**	**(13)**	**(46)**	**(66)**	**(55)**	**(24)**	**(145)**
Total (I and II)									
Approved 2017/18	–	4	46	66	377	**493**	429	133	**1 099**
Proposed 2018/19	–	4	39	53	331	**427**	374	109	**954**
Net change	–	–	**(7)**	**(13)**	**(46)**	**(66)**	**(55)**	**(24)**	**(145)**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

[2] Includes National Professional Officers and national General Service staff.

[3] Funded under general temporary assistance, in civilian personnel costs.

International staff: net decrease of 66 posts positions (including 9 temporary positions)

National staff: net decrease of 55 posts positions (including 1 temporary position)

United Nations Volunteers: net decrease of 24 positions

Security Section

Table 21

Human resources: Security Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-5	Security Coordination Officer	Abolishment	
	-1	P-3	Fire Safety Coordination Officer	Abolishment	
	-1	P-3	Investigator	Abolishment	
	-3	NGS	Field Security Radio Operator	Abolishment	
	-1	NGS	Investigations Assistant	Abolishment	
	-1	P-4	Security Coordination Officer	Reassignment	To immediate Office, Office of the Chief of Staff, as Coordination Officer
Net change	**-8**		(see table 20)		

Abbreviation: NGS, national General Service.

107. The Security Section will continue to ensure the protection of all United Nations property and personnel, including associated personnel, and ensure their security and freedom. As one of the key priority tasks identified in the new mandate of the Mission, that includes the provision of fire and safety services and of close protection services to senior leadership, and the securing of all Mission property and offices across the entire Mission area of operations. In addition, the Mission provides security support to humanitarian and development partners who are active in the Central African Republic.

108. In the context discussed in paragraphs 31 to 35 and paragraph 47 of the present report, it is proposed that, of the eight posts presented in table 21, seven be abolished and one be reassigned to the immediate Office of the Chief of Staff.

Mission Support Division
Office of the Director of Mission Support

Table 22
Human resources: immediate Office

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-3	Programme Management Officer	Abolishment	
	-1	NPO	Associate Risk Management Officer	Abolishment	
	-1	FS	Aviation Safety Assistant	Reassignment	To Protocol Office, Office of the Chief of Staff, as Protocol Assistant
	-1	NPO	Associate Risk Management and Compliance Officer	Reassignment	To Protocol Office, Office of the Chief of Staff, as Associate Protocol Officer
	-1	UNV	Associate Risk Management and Compliance Officer	Reassignment	From Contract Management Section, Supply Chain Management Service
Subtotal	**-3**				
Positions	-1	FS	Risk Management and Compliance Assistant	Abolishment	
Subtotal	**-4**				

Abbreviations: FS, Field Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

109. The proposed abolishment of two posts and one temporary position and the reassignment of one post from the Contract Management Section presented in table 22 is discussed in paragraphs 105 and 106 of the present report.

110. The proposed reassignment of two posts to the Protocol Office of the Office of the Chief of Staff is set out in table 6 and discussed in paragraphs 61 to 63 of the present report.

Office of the Director of Mission Support

Table 23
Human resources: Finance and Budget Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	NGS	Information Management Assistant	Abolishment	
Subtotal	**-1**				

Abbreviation: NGS, national General Service.

111. The Finance and Budget Section developed an in-house system that built on an existing enterprise resources system (Cosmos) to log all incoming and outgoing correspondences, which replaced more labour-intensive processes. As a result, the time needed to log all incoming and outgoing correspondences has been reduced significantly and the functions have been assumed by an existing post (Administrative Assistant) in the Finance and Budget Section. In that context, it is proposed that the post presented in table 23 be abolished.

Office of the Director of Mission Support

Table 24
Human resources: Human Resources Management Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-2	FS	Human Resources Assistant	Abolishment	
	+2	UNV	Human Resources Assistant	Reassignment	From Contract Management Section, Supply Chain Management Service
Subtotal	**–**				

Abbreviations: FS, Field Service; UNV, United Nations Volunteer.

112. The transition of the Mission from the start-up phase to a maintenance stage as it relates to human resources management is demonstrated by the steadily decreasing vacancy rates during the past two years and the fact that recruitment activities have stabilized. The adoption of the new mandate has, however, necessitated the reorganization and realignment of resources across the entire Mission. In that context, it is proposed that, of the four posts presented in table 24, two be abolished and two be reassigned from the Contract Management Section to assist with the implementation of the proposed changes to the Mission's staffing establishment.

Office of the Deputy Director of Mission Support

Table 25
Human resources: Occupational Health, Safety and Environment Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	NGS	Health and Safety Assistant	Abolishment	
Subtotal	**-1**				

Abbreviation: NGS, national General Service.

113. The proposed abolishment of one post presented in table 25 is discussed in paragraphs 105 and 106 of the present report.

Office of the Deputy Director of Mission Support

Table 26
Human resources: Corporate Support and Coordination Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	FS	Logistics Assistant	Redeployment	To Mission Support Centre
	-1	FS	Administrative Assistant	Redeployment	
	-1	NPO	Associate Administrative Officer	Redeployment	
	-1	NPO	Associate Administrative Officer	Reassignment	To immediate Office, Supply Chain Management Service, as Logistics Officer (Property Management Unit)
Subtotal	**-4**				

Abbreviations: FS, Field Service; NPO, National Professional Officer.

114. The Corporate Support and Coordination Unit was established as part of the global field support strategy to coordinate and oversee the support services from the Regional Service Centre in Entebbe, the Regional Procurement Centre, the MONUSCO logistics hub and the Global Service Centre at Brindisi, Italy, to ensure efficient and effective services delivery to MINUSCA in accordance with established agreements. The Unit comprises various administrative and logistical functions. As discussed in paragraphs 105 and 106 of the present report, the Mission has transitioned to a maintenance stage with regard to mission support operations and, as a result, there is greater cooperation and coordination with and a reduced need for support from its service providers. Mission personnel in the Finance and Budget Section and the Human Resources Management Section are now liaising directly with service providers to discuss issues raised by staff members, uniformed personnel, consultants and other clients.

115. In the light of the above, it is proposed that, of the four posts presented in table 26, three be redeployed to the Mission Support Centre to support the increase in authorized military strength and the consequent impact on the levels of contingent-owned equipment, and one be reassigned to the Property Management Unit of the immediate Office of the Supply Chain Management Service.

Office of the Deputy Director of Mission Support

Table 27
Human resources: Claims Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	FS	Claims Assistant	Abolishment	
	-1	NPO	Associate Claims Officer	Reassignment	To immediate Office, Supply Chain Management Service, as Logistics Officer (Property Management Unit)
	+1	FS	Claims Assistant	Conversion	
Subtotal	**-1**				
Positions	-1	FS	Claims Assistant	Conversion	
Subtotal	**-2**				

Abbreviations: FS, Field Service; NPO, National Professional Officer.

116. The Claims Unit supports the Local Claims Review Board in reviewing all supporting documents related to claims to verify the accuracy and reasonableness for settlement, while ensuring that the Financial Rules and Regulations of the United Nations are complied with. Following an initial review, the Unit requests an investigation and collects additional information on third-party compensation claims arising from vehicular traffic accidents for submission to the insurance company, on aircraft claims related to property damages within its delegated authority and on any other type of third-party claims under the purview of the local authority. The Unit reviews and/or prepares the claims from Mission personnel for submission to and approval by the Claims Review Board at Headquarters of claims cases that exceed local financial authority. In the light of the continuing nature of those activities, it is proposed that the temporary position of Claims Assistant in table 27 be converted to a post.

117. The proposed abolishment of one post and the proposed reassignment of another, as shown in table 27, is discussed in paragraphs 105 and 106 of the present report.

Office of the Deputy Director of Mission Support

Table 28
Human resources: Conference and Translation Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	FS	Translator	Abolishment	
	-1	NGS	Field Translator	Abolishment	
Subtotal	**-2**				

Abbreviations: FS, Field Service; NGS, national General Service.

118. The proposed abolishment of the two posts presented in table 28 is discussed in paragraphs 105 and 106 of the present report.

Office of the Deputy Director of Mission Support

Table 29
Human resources: Mission Support Centre

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-3	P-4	Administrative Officer (Regional Administrative Officer)	Abolishment	
	-2	P-3	Logistics Officer	Abolishment	
	-1	FS	Administrative Officer	Abolishment	
	-3	FS	Administrative Assistant	Abolishment	
	-1	FS	Contingent-owned equipment Assistant	Abolishment	
	-1	NGS	Logistics Assistant	Abolishment	
	-1	UNV	Logistics Assistant	Abolishment	
	-1	FS	Administrative Officer	Redeployment	To Office of the Special Representative of the Secretary-General
	+1	FS	Logistics Assistant	Redeployment	From Corporate Support and Coordination Unit, Office of the Deputy Director of Mission Support
	+1	FS	Administrative Assistant	Redeployment	
	+1	NPO	Associate Administrative Officer	Redeployment	
	+2	UNV	Logistics Assistant	Reassignment	From Contract Management Section, Supply Chain Management Service (Fuel Unit)
	+1	P-4	Logistics Officer	Conversion	
	+1	P-3	Logistics Officer	Conversion	
	+4	FS	Logistics Assistant	Conversion	
	+1	FS	Administrative Assistant	Conversion	
Subtotal	**-1**				
Positions	-1	FS	Administrative Assistant (Regional Support Assistant)	Abolishment	
	-1	P-4	Logistics Officer	Conversion	
	-1	P-3	Logistics Officer	Conversion	
	-4	FS	Logistics Assistant	Conversion	
	-1	FS	Administrative Assistant	Conversion	
Subtotal	**-9**				

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

119. The proposed abolishment of 12 posts and 1 temporary position presented in table 29 is discussed in paragraphs 105 and 106 of the present report.

120. In table 29, the proposed redeployment of one post to the Office of the Special Representative of the Secretary-General is set out in table 2 and discussed in paragraph 51 of the present report, and the proposed redeployment of three posts from the Corporate Support and Coordination Unit is set out in table 26 and discussed in paragraphs 114 and 115 of the present report.

121. The Mission Support Centre, in conjunction with the Mission Support Division, is responsible for the preparation of all logistics and support plans for the military and police and for the security and substantive offices of the Mission. The Centre will

continue to develop and implement methodologies and standard operation procedures to enable the effective execution of logistics plans. The Centre also coordinates logistics requirements with other United Nations entities, other organizations in the Mission area and host Government entities, and is responsible for conducting periodic assessments, reviews and inspections of all contingent equipment with regard to its operational readiness, effectiveness and efficiency. In the light of the continuing nature of those activities and the increase in authorized military strength, with its consequent impact on the levels of contingent-owned equipment, it is proposed that, as shown in table 29, two posts be reassigned from the Contract Management Section, one position be abolished and seven positions be converted to posts.

Services Delivery Service

Table 30
Human resources: Office of the Chief

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-4	Engineer	Abolishment	
	-1	FS	Programme Management Officer	Abolishment	
	+1	P-3	Programme Management Officer	Conversion	
Subtotal	**-1**				
Positions	-1	P-3	Programme Management Officer	Conversion	
Subtotal	**-2**				

Abbreviation: FS, Field Service.

122. The proposed abolishment of two posts presented in table 30 is discussed in paragraphs 105 and 106 to the present report.

123. The Chief of the Services Delivery Service provides management supervision over the services pillar of the Mission Support Division and is responsible for the tasking of uniformed logistics personnel and enabling units, comprising medical, signal, logistics, construction and engineering, and transportation and movements units, including military transport helicopters but excluding combat aviation aircraft (attack armed or observation helicopters). In the light of the continuing nature of those activities, it is proposed that the temporary position presented in table 30 be converted to a post. The increase in authorized military strength is not anticipated to have a measurable impact on the tasking of uniformed personnel, as the new battalions and additional units will comprise infantry.

Services Delivery Service

Table 31
Human resources: Facilities and Engineering Management Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-3	Engineer	Abolishment	
	-2	FS	Generator Technician	Abolishment	
	-1	FS	Engineering Technician	Abolishment	
	-2	NGS	Generator Mechanic	Abolishment	
	-2	NGS	Plumber	Abolishment	
	-1	NGS	Electrician	Abolishment	

	Change	*Level*	*Functional title*	*Post action*	*Description*
	-1	NGS	Carpenter	Abolishment	
	-3	UNV	Engineering Technician	Abolishment	
	+3	FS	Engineering Technician	Conversion	
	+3	FS	Electrician	Conversion	
	+1	FS	Generator Technician	Conversion	
	+1	FS	Heating, Ventilation and Air Conditioning Technician	Conversion	
	+1	FS	Water Sanitation Technician	Conversion	
	+4	NGS	Electrician	Conversion	
	+2	NGS	Plumber	Conversion	
	+1	NGS	Generator Mechanic	Conversion	
Subtotal	**+3**				
Positions	-2	FS	Electrician	Abolishment	
	-1	FS	Water Sanitation Technician	Abolishment	
	-1	FS	Engineering Technician	Abolishment	
	-1	NGS	Plumber	Abolishment	
	-3	FS	Engineering Technician	Conversion	
	-3	FS	Electrician	Conversion	
	-1	FS	Generator Mechanic	Conversion	
	-1	FS	Heating, Ventilation and Air Conditioning Technician	Conversion	
	-1	FS	Water Sanitation Technician	Conversion	
	-4	NGS	Electrician (Engineering Assistants)	Conversion	
	-2	NGS	Plumber (Engineering Assistant)	Conversion	
	-1	NGS	Generator Mechanic (Engineering Assistant)	Conversion	
Subtotal	**-21**				
Subtotal	**-18**				

Abbreviations: FS, Field Service; NGS, national General Service; UNV, United Nations Volunteer.

124. The proposed abolishment of 13 posts and 5 temporary positions presented in table 31 is discussed in paragraphs 105 and 106 of the present report.

125. The Facilities and Engineering Management Section will continue to provide logistics and technical support packages to military, police and civilian personnel at 89 sites and multiple camps/compounds within those sites across the Central African Republic. The Section will continue to establish standard accommodation and office, medical, dining, Post Exchange, banking and recreational facilities; warehouses and workshops; waste management yards; and power generation, water supply and sewerage systems. The Section will also continue to provide camp management and environmental services in Bangui and the three sectors, and ensure that all facilities are in compliance with the minimum operating safety standards. It will provide training for the local workforce as a capacity-building measure and provide training to military personnel with regard to the technical aspects of operating and utilizing United Nations-owned equipment efficiently. The Section will continue to provide

overall administrative and technical direction for engineering operations throughout the area of operations, including through coordination with other United Nations specialized agencies, funds and programmes, contractors or service providers, and liaise with Government authorities as required. In the light of the continuing nature of those activities and of the required replacement of completed facilities projects with new construction (in connection with the increase in authorized military strength), it is proposed that, as shown in table 31, 16 temporary positions be converted to posts.

Services Delivery Service

Table 32
Human resources: Aviation Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-3	Air Operations Officer	Abolishment	
	-2	FS	Air Operations Assistant	Abolishment	
	-5	NGS	Air Operations Assistant	Abolishment	
	-1	NGS	Administrative Assistant	Abolishment	
Subtotal	**-9**				

Abbreviations: FS, Field Service; NGS, national General Service.

126. The proposed abolishment of the nine posts presented in table 32 is discussed in paragraphs 105 and 106 of the present report.

Services Delivery Service

Table 33
Human resources: Transport Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts					
	-1	NPO	Assistant Transport Officer	Abolishment	
Subtotal	**-1**				

Abbreviation: NPO, National Professional Officer.

127. The proposed abolishment of the post presented in table 33 is discussed in paragraphs 105 and 106 of the present report.

Services Delivery Service

Table 34
Human resources: Medical Services Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-3	Medical Officer	Abolishment	
	-1	P-3	Pharmacist	Abolishment	
	-1	FS	Senior Nurse	Abolishment	
	-1	FS	Administrative Assistant	Abolishment	
	-2	NGS	Driver	Abolishment	
	-1	UNV	Hygiene Officer	Abolishment	
	-4	UNV	Medical Officer	Abolishment	
	-3	UNV	Nurse	Abolishment	
Subtotal	**-14**				

Abbreviations: FS, Field Service; NGS, national General Service; UNV, United Nations Volunteer.

128. The proposed abolishment of the 14 posts presented in table 34 is discussed in paragraphs 105 and 106 of the present report.

Supply Chain Management Service

Table 35
Human resources: immediate Office

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	+1	P-4	Property Management Officer	Redeployment	From Integrated Warehouse Section
	+1	FS	Property Management Assistant	Redeployment	
	+1	UNV	Property Management Assistant	Redeployment	
	-1	P-3	Property Management Officer		Realignment of functional title within immediate Office
	+1	P-3	Fixed Asset Management Officer		
	+1	P-3	Property Management Officer	Reassignment	From Procurement Section
	+1	FS	Property Management Assistant	Reassignment	
	+1	FS	Property Management Officer	Reassignment	From Movement Control Unit
	+1	NPO	Logistics Officer	Reassignment	From Claims Unit, Office of the Deputy Director of Mission Support
	+1	NPO	Logistics Officer	Reassignment	From Corporate Support and Coordination Unit, Office of the Deputy Director of Mission Support
Subtotal	**+8**				

Abbreviations: FS, Field Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

129. The supply chain management initiative is intended to provide more reliable, agile, responsible and efficient support to United Nations peacekeeping operations and ensure that all Mission components, in particular those of the military and police, can implement mandated tasks more effectively. MINUSCA operates a large and complex supply chain network consisting of processes and activities to procure, produce and deliver material and services, including fuel, rations, water and other items, in a difficult environment. Stronger emphasis on client-focused service

delivery is achieved through: (a) a more integrated approach to the sourcing, management and distribution of assets and equipment; and (b) improved performance measurement and business intelligence to better inform decision-making and to oversee operations.

130. The Supply Chain Management Service comprises the following sections/units: (a) the Contract Management Section (inclusive of the Fuel Unit and the Rations Unit, which were formerly part of the General Supply Unit dissolved during the 2017/18 period in the light of a recommendation by a civilian staffing review; (b) the Acquisition Planning Section, which was approved following the earlier implementation stages of Umoja; (c) the Property Management Unit, which was approved as a remaining unit of the Property Management Section that was dissolved during the 2017/18 period in the light of the impact of recent reforms; (d) the Procurement Section; (e) the Movement Control Unit; and (f) the Integrated Warehouse Section, inclusive of general supply and other property management functions approved for the 2017/18 period.

131. Following the realignment of the structure of the Mission Support Division during the 2017/18 period, the scope of responsibility of the Property Management Unit has broadened to include additional functions involving oversight, control, verification and reporting throughout the end-to-end processes of the property management life cycle, including real estate, from acquisition to disposal. Those functions ensure that the Mission is in compliance with the Financial Regulations and Rules of the United Nation and with the policies and procedures for property management and for all serialized equipment and fixed asset management; adheres to International Public Sector Accounting Standards for property, plant and equipment and financial inventory; and correctly executes the delegation of authority for property management. In addition, the Land Unit reports to the Procurement Section and comprises a staffing establishment of two posts; however, the Land Unit does not contribute to the deliverables of the Procurement Section.

132. In the light of the above, it is proposed that, as shown in table 35, three posts be redeployed from the Integrated Warehouse Section and five posts be reassigned from the following entities: the Procurement Section (2), the Movement Control Unit (1) and the Office of the Deputy Director of Mission Support (1 from the Claims Unit and 1 from the Corporate Support and Coordination Unit).

Supply Chain Management Service

Table 36
Human resources: Procurement Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-3	Procurement Officer	Abolishment	
	-1	FS	Procurement Officer	Abolishment	
	-1	NPO	Procurement Officer	Abolishment	
	-1	NGS	Procurement Assistant	Abolishment	
	+1	P-5	Chief Procurement Officer	Establishment	
	-1	P-3	Procurement Officer	Reassignment	To immediate Office, Supply Chain Management Service, as Property Management Officer
	-1	FS	Procurement Assistant	Reassignment	To immediate Office, Supply Chain Management Service, as Property Management Assistant
	+2	P-3	Procurement Officer	Conversion	

	Change	Level	Functional title	Post action	Description
	+3	FS	Procurement Assistant	Conversion	
Subtotal	–				
Positions	-1	P-3	Procurement Officer	Abolishment	
	-2	P-3	Procurement Officer	Conversion	
	-3	FS	Procurement Assistant	Conversion	
Subtotal	**-6**				

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

133. The proposed abolishment of four posts and one temporary position presented in table 36 is discussed in paragraphs 105 and 106 of the present report.

134. The proposed reassignment of two posts to the immediate Office of the Supply Chain Management Service is set out in table 35 and discussed in paragraphs 129 to 132 of the present report.

135. The Procurement Section provides cost-effective, efficient, timely and accurate support to the Mission in accordance with the Financial Regulations and Rules of the United Nations and the Procurement Manual. That includes the optimization of the acquisition process through effective procurement planning, service delivery and communication to clients, as well as the provision of expert technical advice to senior management on matters including, but not limited to, regional and international procurement and supply chain management initiatives. An annual expenditure of $221 million was incurred, associated with 809 purchase orders reviewed by the Procurement Section of the Mission for the 2016/17 period, which demonstrates the transactional nature of the service and the exposure to risk of error without adequate oversight and internal controls. In addition, the volume of transactions below the threshold of $150,000 requires presentation to and review by the local committee on contracts, which limits the ability of procurement personnel to focus on more strategic issues, including: (a) reviewing and replacing ad hoc arrangements with long-term, high-value awards; (b) establishing long-term contracts for new requirements; (c) improving the use of advanced functions in the Umoja system to eliminate inefficiencies and support an end-to-end integrated supply chain management approach; and (d) reducing the processing time required to approve purchase orders.

136. In the context of the above information, and as shown in table 36, it is proposed that a post be established to improve the efficiency and effectiveness of the procurement functions at the Mission level. It is also proposed that five temporary positions be converted to posts in the light of the continuing nature of those activities.

Supply Chain Management Service

Table 37
Human resources: Acquisition Planning Section

	Change	Level	Functional title	Post action	Description
Posts	-2	FS	Logistics Assistant	Abolishment	
Subtotal	**-2**				

Abbreviation: FS, Field Service.

137. The proposed abolishment of the two posts presented in table 37 above is discussed in paragraphs 105 and 106 of the present report.

Supply Chain Management Service

Table 38
Human resources: Contract Management Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-4	Contract Management Officer	Abolishment	
	-2	FS	Fuel Assistant	Abolishment	
	-1	FS	Administrative Assistant	Abolishment	
	-2	NGS	Fuel Assistant	Abolishment	
	-2	FS	Supply Assistant	Redeployment	To Integrated Warehouse Section
	-1	UNV	Fuel Officer	Reassignment	To immediate Office, Office of the Director of Mission Support, as Associate Risk Management and Compliance Officer
	-2	UNV	Fuel Officer	Reassignment	To Human Resources Management Section, as Human Resources Assistant
	-2	UNV	Fuel Officer	Reassignment	To Mission Support Centre, as Logistics Assistant
Subtotal	**-13**				

Abbreviations: FS, Field Service; NGS, national General Service; UNV, United Nations Volunteer.

138. The proposed abolishment of six posts, the redeployment of two posts to the Integrated Warehouse Section and the reassignment of five posts to the immediate Office of the Director of Mission Support (1 post), the Human Resources Management Section (2 posts) and the Mission Support Centre (2 posts) presented in table 38 are discussed in paragraphs 105 and 106 of the present report.

Supply Chain Management Service

Table 39
Human resources: Integrated Warehouse Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-4	Chief of Unit, Supply	Abolishment	
	-1	P-3	Supply Officer	Abolishment	
	-1	FS	Administrative Assistant	Abolishment	
	-2	FS	Warehouse Assistant	Abolishment	
	-1	FS	Supply Assistant	Abolishment	
	-2	NGS	Property Management Assistant	Abolishment	
	-2	NGS	Property Control and Inventory Assistant	Abolishment	
	-1	NGS	Administrative Assistant	Abolishment	
	-2	NGS	Supply Assistant	Abolishment	
	-1	NGS	Property Control and Inventory Assistant	Abolishment	

	Change	*Level*	*Functional title*	*Post action*	*Description*
	-1	P-4	Property Management Officer	Redeployment	To immediate Office, Supply Chain Management Service
	-1	FS	Property Management Assistant	Redeployment	
	-1	UNV	Property Management Assistant	Redeployment	
	+2	FS	Supply Assistant	Redeployment	From Contract Management Section, Supply Chain Management Service
	+1	FS	Property Disposal Officer	Reassignment	From Movement Control Unit
	-1	FS	Property Management Assistant	Reassignment	To Movement Control Unit, as Movement Control Assistant
Subtotal	**-15**				

Abbreviations: FS, Field Service; NGS, national General Service; UNV, United Nations Volunteer.

139. The proposed abolishment of 14 posts, the redeployment of 3 posts to the immediate Office of the Supply Chain Management Service and the reassignment of 1 post to the Movement Control Unit presented in table 39 are discussed in paragraphs 105 and 106 of the present report.

140. Building on the reorganization of its integrated warehouse operation to provide responsive and expedited services from facilities located at three sites in Bangui, which was approved for the 2017/18 period, it is proposed that, as shown in table 39, four posts be redeployed from the Contract Management Section (2 posts), reassigned from the Movement Control Unit (1 post) and reassigned to the Movement Control Unit (1 post) to provide additional support for the management of consumables and disposal of property, for which the requirements are currently sustained through personnel on temporary arrangements.

Supply Chain Management Service

Table 40
Human resources: Movement Control Unit

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-4	FS	Movement Control Officer	Abolishment	
	-1	FS	Movement Control Assistant	Abolishment	
	-3	NPO	Associate Movement Control Officer	Abolishment	
	-8	NGS	Movement Control Assistant	Abolishment	
	-2	NGS	Administrative Assistant	Abolishment	
	-4	NGS	Heavy Vehicle Operator	Abolishment	
	-12	UNV	Driver	Abolishment	
	-1	FS	Movement Control Officer	Reassignment	To Integrated Warehouse Section, as Property Disposal Officer
	-1	FS	Movement Control Officer	Reassignment	To immediate Office, Supply Chain Management Service, as Property Management Officer
	+1	FS	Movement Control Assistant	Reassignment	From Integrated Warehouse Section
Subtotal	**-35**				

Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

141. The proposed abolishment of 34 posts, the reassignment of 1 post to the Integrated Warehouse Section and 1 post to the immediate Office of the Supply Chain Management Service, and the reassignment of 1 post from the Integrated Warehouse Section, as shown in table 40, are discussed in paragraphs 105 and 106 of the present report.

Geospatial, Information and Telecommunications Technologies Section

Table 41
Human resources: Geospatial, Information and Telecommunications Technologies Section

	Change	*Level*	*Functional title*	*Post action*	*Description*
Posts	-1	P-4	Chief of Unit, Information System and Telecommunications	Abolishment	
	-2	FS	Information Systems Assistant	Abolishment	
	-4	FS	Telecommunications Technician	Abolishment	
Net change	-7		(see table 20)		

Abbreviation: FS, Field Service.

142. The proposed abolishment of the seven posts presented in table 41 is discussed in paragraphs 105 and 106 of the present report.

II. Financial resources

A. Overall

(Thousands of United States dollars, budget year is 1 July to 30 June)

Category	Expenditures (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	7 359.4	8 463.2	7 621.1	(842.1)	(10.0)
Military contingents	343 958.9	356 184.4	404 577.2	48 392.8	13.6
United Nations police	16 292.8	17 815.9	17 916.3	100.4	0.6
Formed police units	49 664.4	54 543.1	57 423.9	2 880.8	5.3
Subtotal	**417 275.5**	**437 006.6**	**487 538.5**	**50 531.9**	**11.6**
Civilian personnel					
International staff	143 873.1	125 554.1	168 725.5	43 171.4	34.4
National staff	14 178.3	12 037.1	19 007.3	6 970.2	57.9
United Nations Volunteers	11 606.5	11 362.2	11 039.0	(323.2)	(2.8)
General temporary assistance	9 376.7	6 590.8	–	(6 590.8)	(100.0)
Government-provided personnel	4 258.8	5 123.9	5 052.3	(71.6)	(1.4)
Subtotal	**183 293.4**	**160 668.1**	**203 824.1**	**43 156.0**	**26.9**
Operational costs					
Civilian electoral observers	–	–	–	–	–
Consultants and consulting services	1 175.3	842.7	774.8	(67.9)	(8.1)
Official travel	5 284.7	3 791.2	3 778.0	(13.2)	(0.3)
Facilities and infrastructure	85 237.8	68 164.6[a]	89 567.6	21 403.0	31.4
Ground transportation	19 269.3	17 125.9	17 015.6	(110.3)	(0.6)
Air operations	57 934.1	88 388.7	60 515.4	(27 873.3)	(31.5)
Marine operations	2 378.5	500.0	250.0	(250.0)	(50.0)
Communications and information technology	43 223.1	43 040.2[b]	37 077.3	(5 962.9)	(13.9)
Medical	1 496.1	4 670.1	3 193.3	(1 476.8)	(31.6)
Special equipment	–	–	–	–	–
Other supplies, services and equipment	52 044.1	55 601.9[c]	38 998.0	(16 603.9)	(29.9)
Quick-impact projects	3 004.2	3 000.0	3 000.0	–	–
Subtotal	**271 047.2**	**285 125.3**	**254 170.0**	**(30 955.3)**	**(10.9)**
Gross requirements	**871 616.1**	**882 800.0**	**945 532.6**	**62 732.6**	**7.1**
Staff assessment income	12 328.8	11 933.9	14 726.7	2 792.8	23.4
Net requirements	**859 287.3**	**870 866.1**	**930 805.9**	**59 939.8**	**6.9**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**871 616.1**	**882 800.0**	**945 532.6**	**62 732.6**	**7.1**

[a] The original apportionment approved for facilities and infrastructure was $66,476,000. The figure includes an amount of $1,688,600 to constitute a comparable base with 2018/19 cost estimates.

[b] Represents the combined apportionment approved for communications and information technology to constitute a comparable base with 2018/19 cost estimates.

[c] The original apportionment approved for other supplies, services and equipment was $57,290,500. The figure excludes an amount of $1,688,600 to constitute a comparable base with 2018/19 cost estimates.

B. Non-budgeted contributions

143. The estimated value of non-budgeted contributions for the period from 1 July 2018 to 30 June 2019 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-agreement[a]	59 615.1
Voluntary contributions in kind (non-budgeted)	
Total	**59 615.1**

[a] Represents buildings, land and services provided by the Government of the Central African Republic.

C. Efficiency gains

144. The cost estimates for the period from 1 July 2018 to 30 June 2019 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Facilities and infrastructure	390.0	Synchronization of main power supply generators in Bangui and in three sector headquarters to reduce the annual costs of fuel and associated labour, spare parts and lubricants required for maintenance of generators. Furthermore, it is anticipated that the life expectancy of the generators will be increased by approximately 30 per cent when the synchronization of generators is completed.
Facilities and infrastructure	16.0	Installation of a remote real-time monitoring system in 16 generator stations to enable the Mission to monitor the performance of the power stations and operating patterns, and to perform analysis on trends and suggest corrective action for maintenance to minimize breakdowns or shutdowns.
Facilities and infrastructure	104.0	Conversion of 1,000 standard fluorescent lights to LED lighting for the MINUSCA logistics base in Bangui, and installation of 400 LED street lights (phase 2), in Bangui. As a result, a reduction of approximately 6,365 litres of fuel annually is estimated, based on an anticipated 50 per cent reduction in energy requirements.
Facilities and infrastructure	2 326.1	Installation of 22 diesel hybrid power systems, and of stand-alone photovoltaic systems that are anticipated to entirely eliminate dependency on fossil fuels.
Facilities and infrastructure	720.0	Installation of 400 energy-efficient air conditioner units to reduce fuel consumption, and repairs to extend the life expectancy of the equipment.
Facilities and infrastructure	30.0	Installation of four rainwater harvesting systems to reduce utility costs and provide an alternative supply during periods of restricted water usage.
Total	**3 586.1**	

D. Vacancy factors

145. The cost estimates for the period from 1 July 2018 to 30 June 2019 take into account the following vacancy factors:

(Percentage)

Category	Actual 2016/17[a]	Budgeted 2017/18	Projected 2018/19
Military and police personnel			
Military observers	17.8	5.0	15.0
Military contingents	2.6	5.0	5.0
United Nations police	20.3	10.0	10.0
Formed police units	13.8	5.0	1.0
Civilian personnel			
International staff	20.7	25.8	8.3
National staff			
National Professional Officers	32.8	40.9	15.0
National General Service staff	38.2	40.9	15.0
United Nations Volunteers (international)	17.5	20.0	12.0
United Nations Volunteers (national)	25.5	5.0	2.0
Temporary position[b]			
International staff	42.3	25.0	–
National Professional Officers	50.0	0.0	
National General Service staff	0.0	0.0	–
Government-provided personnel	(125.0)	10.0	8.3

[a] Based on actual monthly deployment and incumbency of the planned monthly strength.
[b] Funded under general temporary assistance.

146. The proposed vacancy factors take into account the experience of the Mission to date and the Mission-specific circumstances related to the deployment of uniformed personnel and the recruitment of civilian staff in progress. For military and police personnel, the variables considered for the proposed vacancy factors include the current fiscal year-to-date average vacancy rates, historical deployment patterns and the planned deployment based on commitments made by contributing countries and governments to provide personnel. For civilian personnel, the proposed vacancy factors reflect current fiscal year-to-date average vacancy rates, historical incumbency patterns, current recruitment activities and proposed changes in the composition of staff.

E. Contingent-owned equipment: major equipment and self-sustainment

147. Requirements for the period from 1 July 2018 to 30 June 2019 are based on standard reimbursement rates for major equipment and self-sustainment in the total amount of $153,186,500 as follows:

(Thousands of United States dollars)

		Estimated amount	
Category	*Military contingents*	*Formed police units*	*Total*
Major equipment	79 216.7	11 456.1	90 672.8
Self-sustainment	54 911.8	7 601.9	62 513.7
Total	**134 128.5**	**19 058.0**	**153 186.5**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	2.1	October 2016	May 2016
Intensified operational condition factor	3.8	October 2016	May 2016
Hostile action/forced abandonment factor	5.0	July 2017	May 2017
B. Applicable to home country			
Incremental transportation factor	0.25–5.0		

F. Training

148. The estimated resource requirements for training for the period from 1 July 2018 to 30 June 2019 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	173.6
Official travel	
Official travel, training	632.0
Other supplies, services and equipment	
Training fees, supplies and services	623.4
Total	**1 429.0**

149. The number of participants planned for the period from 1 July 2018 to 30 June 2019, compared with previous periods, is as follows:

	International staff			*National staff*			*Military and police personnel*		
	Actual 2016/17	*Planned 2017/18*	*Proposed 2018/19*	*Actual 2016/17*	*Planned 2017/18*	*Proposed 2018/19*	*Actual 2016/17*	*Planned 2017/18*	*Proposed 2018/19*
Internal	1 319	2 762	2 964	2 144	2 398	2 547	6 016	16 934	17 834
External[a]	194	211	88	14	37	9	33	36	18
Total	**1 513**	**2 973**	**3 052**	**2 158**	**2 435**	**2 556**	**6 049**	**16 970**	**17 852**

[a] Includes the United Nations Logistics Base at Brindisi, Italy, and outside the Mission area.

150. During the 2018/19 period, MINUSCA will dedicate internal training courses for all personnel, particularly military and police personnel, regarding conduct and discipline, with an emphasis on sexual exploitation and abuse and human rights. The

increased number of planned military and police participants takes into consideration two groups, owing to rotations, which will require training, and military participants resulting from the increase in authorized troop strength.

151. While the number of expected participants will increase commensurate with the additional civilian and military personnel anticipated to be deployed to the Mission, the overall requirements for training will decrease compared with the 2017/18 period, owing primarily to the fact that the new personnel will participate in training activities organized by the United Nations and by MINUSCA personnel, and in online training sessions, none of which require travel or the training fees that are typically paid to external training institutions or training consultants.

152. Training courses will primarily cover the areas of conduct and discipline, with an emphasis on sexual exploitation and abuse, the protection of civilians, air operations, political and civil affairs, human rights and gender affairs, disarmament, demobilization, reintegration and repatriation, communications, procurement/contract management, engineering, security, other fields and the training of trainers in various fields.

G. Disarmament, demobilization, reintegration and repatriation

153. The estimated resource requirements for disarmament, demobilization, reintegration and repatriation and community violence reduction for the period from 1 July 2018 to 30 June 2019 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Other supplies, services and equipment	6 260.0
Total	**6 260.0**

154. The Mission will continue to provide technical and logistical support to the Consultative Follow-up Committee on Disarmament, Demobilization, Reintegration and Repatriation, which is the Government's forum for dialogue on disarmament, demobilization and reintegration with the armed groups, and will support the implementation of a national programme once agreements are reached. In the interim, the Mission will limit the number of disarmament, demobilization and reintegration initiatives and focus on 1,000 ex-combatants, facilitating their reintegration into society and preventing further recruitment into armed groups ($735,000).

155. While the Mission will continue to support the Consultative Follow-up Committee on Disarmament, Demobilization, Reintegration and Repatriation and pursue initiatives to realize an eventual national disarmament, demobilization and reintegration programme, the Disarmament, Demobilization and Reintegration Section will transfer the majority of its activities to community violence reduction programmes for vulnerable members of the community, through the engagement of UNOPS and international non-governmental organizations, targeting 8,500 beneficiaries. They will be provided with vocational training, ongoing coaching and reinsertion kits, and the Mission will build their capacity to support local conflict resolution mechanisms. MINUSCA will support the implementation of a nationally owned community violence reduction strategy, to be delivered in close collaboration with United Nations country team partners, that will support the reinsertion of young combatants and community members into the socioeconomic structures of their communities ($5,525,000).

156. MINUSCA will also continue to work with the International Organization for Migration in providing support to the Government with respect to its implementation of community violence reduction projects. MINUSCA will continue to engage those partners in order to ensure countrywide coverage for those programmes, providing the Government with technical, financial and logistical support for their coordination and implementation.

157. The provision for the programmes described above comprise estimated costs for supplies and equipment ($3,400,000 for community violence reduction kits) and services ($2,125,000 for training activities and coaching) for community violence reduction programmes and estimated costs for services ($585,000, of which $300,000 is for disarmament and demobilization operations, $200,000 for reinsertion activities and $85,000 for Government communication and sensitization activities) and travel for disarmament, demobilization and reintegration activities ($150,000 for the transportation of Government civil servants for sensitization activities on reinsertion).

H. Weapons and ammunition management

158. The estimated resource requirements for the management of weapons and ammunition for the period from 1 July 2018 to 30 June 2019 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Other supplies, services and equipment	4 200.0
Total	**4 200.0**

159. MINUSCA will continue to assist the Government in reducing the threat of unsafe weapons and ammunition and reinforcing the capacity of the national authorities in that regard. The activities will be conducted by UNOPS, managed by the Mine Action Service of the United Nations and conducted through the engagement of external partners and private national and international construction contractors, who will be determined during the course of the financial period on the basis of needs, priorities and availability.

160. With regard to supporting the State in strengthening the capacity of the defence and internal security forces to manage weapons and ammunition, the activities will comprise: (a) training based on the geographical priorities of the Mission; (b) the construction and/or rehabilitation of storage facilities for weapons and ammunition in areas prioritized by the national capacity-building and development plan for internal security forces and the joint MINUSCA European Union Military Training Mission in the Central African Republic, building on work in previous periods; and (c) the provision of technical expertise with regard to weapons and ammunition management in support of the national security sector reform strategy. In addition, targeted technical assistance will be provided to members of the National Commission to Combat the Proliferation and Illegal Movement of Small Arms and Light Weapons to enhance its ability to effectively and safely manage weapons and ammunition, in compliance with international and regional obligations ($4,200,000). The provision comprises estimated costs for a third-party contract ($2,460,000), personnel ($1,140,000), supplies and equipment ($10,000), operating expenses ($350,000), travel ($50,000) and administrative costs ($190,000).

I. Other programmatic activities

161. The estimated resource requirements for other programmatic activities for the period from 1 July 2018 to 30 June 2019 are as follows:

(Thousands of United States dollars)

Description	*Proposed amount*
Justice and corrections (Special Criminal Court)	4 800.0
Justice and corrections	1 247.5
Human rights	691.0
Civil affairs (community stabilization programmes)	363.5
Police training/co-location	350.0
Security sector reform	250.0
Total	**7 702.0**

162. Other programmatic activities will be undertaken primarily through the engagement of UNOPS and UNDP in the following areas:

(a) Justice and corrections: supporting the operationalization of the Special Criminal Court, which will involve the recruitment of specialized consultants and trainers to assist with the development of investigational and prosecutorial strategies, the design and implementation of witness protection and legal aid programmes, the organization of workshops and the development of training curricula, as well as the conduct of a countrywide outreach campaign. It will also involve providing substantive advice on prosecutions and court administration, case management and forensic analysis equipment and 24-hour security for the Court premises and magistrates ($4,800,000). The provision comprises estimated costs for personnel ($3,200,000) and services ($1,600,000). MINUSCA will be working closely with UNDP within the framework of the Special Criminal Court joint project, as well as with UNODC, subject to the formalization of a partnership currently under discussion;

(b) Justice and corrections: strengthening the penitentiary system through the rehabilitation, construction and equipping of prisons; progressively implementing a national demilitarization strategy through the completion of policy and operational activities; conducting training sessions for elements of the armed forces and civilian prison personnel regarding best practices in civilian prison management and the Nelson Mandela Rules; and supporting the judiciary through the organization of training sessions, workshops and seminars for national judicial actors on juvenile justice, investigative techniques and the preservation of evidence, conduct and ethics, the principles of fair trials, criminal justice, access to justice, the draft law on legal aid and its provisions and military justice; providing equipment to the juvenile court in Bangui and three other courts; and providing logistical and financial support to judicial actors to perform investigative actions in the field and forensics activities ($1,247,500). The provision includes estimated costs for personnel ($247,200), supplies and equipment ($898,800), services ($54,000) and travel ($47,500). MINUSCA will be working closely with UNDP, within the framework of the joint project, through the provision of technical advice and through engagement with and direct involvement in the vetting, recruitment and training of civilian prison personnel;

(c) Human rights: promoting the establishment of national human rights accountability mechanisms, drawing on the findings and recommendations of the Mission's human rights mapping project and mobilizing efforts towards the implementation of recommendations derived from the mapping project and other reports, the human rights policy and risk assessments and verifications initiated under the national vetting processes; supporting the development and implementation of a comprehensive transitional justice strategy that includes strategic, legislative and policy options for the fight against impunity; and supporting monitoring and investigations, early warning analyses and the reporting and documenting of human rights violations and breaches of international humanitarian law with preventive and response measures for physical protection. Activities include developing a strategy and mechanism to support and protect victims and witnesses who appear before the Special Criminal Court and ordinary courts; supporting the establishment of a national commission for human rights and fundamental freedoms in the Central African Republic; and providing technical assistance, advisory services and capacity-building to enable the commission to develop a strategic plan, including a corresponding implementation plan, for monitoring and reporting, investigating and settling disputes, providing support to transitional justice processes and local reconciliation initiatives and monitoring judicial processes, with a view to promoting fair trial standards and compliance with international standards. The programmatic activities entail the development of training and capacity-building programmes and the provision of technical assistance through various workshops for and extensive consultation with national stakeholders, including national courts, the Special Criminal Court and civil society, and with victims and survivors, to ensure that the findings of the mapping exercise support national authorities in developing a transitional justice strategy designed to address the legacy of past human rights violations and abuses in the Central African Republic ($691,000). The provision includes estimated costs for personnel ($80,000), supplies and equipment ($215,000), services ($316,000) and travel ($80,000);

(d) Civil affairs (community stabilization programmes): strengthening and assessing community protection plans, community alert networks and local security committees; strengthening the coordination and functioning of conflict mitigation and resolution initiatives and designing appropriate social cohesion and conflict resolution coordination mechanisms in close collaboration with UNDP, the United Nations country team, the Government and civil society; strengthening cooperation between local authorities and civil society and helping to create the conditions for stability; and supporting the implementation of a nationally owned strategy for the restoration of State authority for the redeployment of local authorities and civil servants and the provision of packages of services in priority areas, in close coordination with UNDP and the country team ($363,500). The provision includes estimated costs for personnel ($25,500), supplies and equipment ($106,250), services ($175,250) and travel ($56,500);

(e) Police: rehabilitating and equipping four police stations or gendarmerie brigades as part of the restoration and extension of State authority ($350,000). The provision includes estimated costs for supplies and equipment ($300,000) and services ($50,000). MINUSCA will be working closely with partners, including local non-governmental organizations and representatives from the internal security forces, within the framework of the joint project;

(f) Security sector reform: supporting the development of the sectoral plans for the security sector reform pillar of the national disarmament, demobilization, reintegration and repatriation, security sector reform and national reconciliation coordination structures ($250,000). The provision includes estimated costs for personnel ($109,200), supplies and equipment ($50,000) and services ($90,800).

MINUSCA will be working closely with UNOPS or other partners within the framework of the joint project.

J. Quick-impact projects

163. The estimated resource requirements for quick-impact projects for the period from 1 July 2018 to 30 June 2019, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2016 to 30 June 2017 (actual)	3 004.2	95
1 July 2017 to 30 June 2018 (approved)	3 000.0	95
1 July 2018 to 30 June 2019 (proposed)	3 000.0	100

164. Together with non-governmental organizations, the United Nations country team and other partners, MINUSCA will work on projects that aim at providing immediate tangible benefits for the lives of people in the Central African Republic. Through its Civil Affairs Section and the use of quick-impact projects, the Mission will continue to foster an environment conducive to the effective implementation of its mandate by establishing confidence in the Mission, its mandate and the peace process. Projects will be implemented through 12 field offices (including Bangui) across three components: (a) security, protection of civilians and human rights, to improve community protection; (b) support to political, peace and reconciliation processes, to promote social cohesion and reconciliation; and (c) the fight against impunity, and support for the extension of State authority and rule of law, to improve the delivery of administrative and social services. The quick-impact projects will focus on:

(a) Security, protection of civilians and human rights: improving the capacity of the population to organize itself so as to better prevent, and alert MINUSCA, national authorities and security forces for adequate and timely response to, security incidents. The Mission's military and police personnel, in coordination with the national authorities and local and international non-governmental organizations, will continue to expand early warning systems and networks to areas not currently covered, and expand communications and coordination systems to complement activities for the protection of civilians implemented by MINUSCA (the response side) to improve the capacities of the communities to organize themselves (the alert and community side) and to improve the link to the Mission's protection system (25 projects at approximately $30,000 each);

(b) Support to political, peace and reconciliation processes: targeting women, youth and communities in conflict with projects that promote dialogue, confidence-building, reconciliation, social cohesion and peaceful cohabitation within and between communities (50 projects at approximately $30,000 each). Consistent with the policy for quick-impact projects, such projects will be identified through grass-roots participation and coordinated across Mission components and sections and in consultation with other national and international stakeholders and partners. In addition to creating income generating activities, the projects will aim to bring together opposing groups in communities to maximize their long-term income while reducing the possibilities of conflict among them. Partnerships will be explored with the Food and Agriculture Organization of the United Nations and/or with the World Food Programme to maximize agricultural productivity, and with UNDP for the development of community markets and the rehabilitation of bridges promoting

economic exchanges that have a positive impact on the lives of women and young people;

(c) Fight against impunity, and support for the extension of State authority and rule of law: improving the delivery of basic public administrative and social services, such as the rehabilitation, equipping and functioning of public administration to improve local budgeting and planning, *état civil*, and security, justice and the fight against impunity, as well as education, health, water, electricity and agriculture. The sustainability of those projects will be ensured through the implementation of joint and complementary projects with the United Nations country team and the relevant ministries of the national authorities. For example, schools and health centres will be rehabilitated and equipped, with the assurance that the United Nations Children's Fund and medical and educational non-governmental organizations, together with the relevant ministries, will support their operation. The initial sustainability of those projects will be assured through a combination of complementary capacity-building activities targeting local officials and civil servants, so as to ensure the effective functioning of those institutions, and through the allocation of local investment funds which will be provided to the Government by the World Bank, France, the European Union and UNDP-MINUSCA (Peacebuilding Support Office) in support of operational costs and in support of good local governance practices (25 projects at approximately $30,000 each).

III. Analysis of variances[1]

165. The standard terminology applied with respect to the analysis of resource variances in the present section are defined in annex I.B of the present report. The terminology used remains the same as in previous reports.

	Variance	
Military observers	($842.1)	(10.0%)

- **Management: changes in deployment**

166. The reduced requirements are attributable primarily to the application of a vacancy rate of 15.0 per cent for military observer personnel in the computation of the military subsistence allowance and costs for travel on emplacement, rotation and repatriation, resulting from difficulties in recruiting personnel with requisite specialized skills, compared with the vacancy rate of 5.0 per cent applied in the approved budget for the 2017/18 period.

	Variance	
Military contingents	$48 392.8	13.6%

- **Mandate: change in scale/scope of mandate**

167. The increased requirements are attributable primarily to: (a) the increase in authorized troop strength (see Security Council resolution 2387 (2017)) to 11,481 military contingent personnel (311 military staff officers), compared with 10,581 included in the approved budget for the 2017/18 period, with a consequent increase in the reimbursement of standard costs and allowances, the mobilization of rations and the operation of contingent-owned equipment and related freight costs; (b) higher costs for the deployment of major equipment associated with the change in the composition of the military component, with mechanized units in existing battalions, compared with the composition included in the approved budget for the 2017/18 period; and (c) the lower exchange rate of 0.837 euro per United States dollar applied in the computation of rations, compared with the exchange rate of 0.956 euro per United States dollar applied in the approved budget for the 2017/18 period.

	Variance	
Formed police units	$2 880.8	5.3%

- **Management: change in vacancy rate**

168. The increased requirements are attributable primarily to: (a) the application of a vacancy rate of 1.0 per cent in the computation of costs for the standard reimbursement, allowances, travel on emplacement, rotation and repatriation, contingent-owned equipment and rations, compared with the vacancy rate of 5.0 per cent applied in the approved budget for the 2017/18 period; (b) the lower exchange rate of 0.837 euro per United States dollar applied in the computation of rations, compared with the exchange rate of 0.956 euro per United States dollar applied in the approved budget for the 2017/18 period; and (c) the reconfiguration of a protection support unit into a formed police unit and the consequent increase in the cost of contingent-owned equipment.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
International staff	$43 171.4	34.4%

- **Management: change in vacancy rate**

169. The increased requirements are attributable primarily to: (a) the application of a vacancy rate of 8.3 per cent in the computation of international staff salary costs, compared with the vacancy rate of 25.8 per cent applied in the approved budget for the 2017/18 period; (b) the higher rates for international salaries based on the revised salary scale and the higher rates for common staff costs based on actual average monthly expenditure for the current period, compared with the rates applied in the approved budget for the 2017/18 period; and (c) the proposed conversion of 31 temporary positions to posts. The increased requirements are offset in part by the proposed abolishment of 89 international posts.

	Variance	
National staff	$6 970.2	57.9%

- **Management: change in vacancy rate**

170. The increased requirements are attributable primarily to: (a) the application of a vacancy rate of 15.0 per cent for both National Professional Officers and national General Service staff in the computation of salary costs, compared with 40.9 per cent applied in the approved budget for the 2017/18 period; (b) the applied exchange rate of 549.010 CFA francs per United States dollar, compared with the exchange rate of 626.810 CFA francs per United States dollar applied in the approved budget for the 2017/18 period; (c) the higher rates for national staff salaries based on the revised salary scale, compared with the rates applied in the approved budget for the 2017/18 period; and (d) the proposed conversion of eight temporary positions to posts. The increased requirements are offset in part by the proposed abolishment of 84 posts (14 National Professional Officer and 70 national General Service).

	Variance	
United Nations Volunteers	($323.2)	(2.8%)

- **Management: proposed abolishment of personnel**

171. The reduced requirements are attributable primarily to the proposed abolishment of 44 United Nations Volunteer positions. The reduced requirements are offset in part by the application of vacancy rates of 12.0 per cent and 2.0 per cent in the computation of salary costs for international positions and national positions, respectively, compared with the vacancy rates of 20.0 per cent for international positions and 5.0 per cent for national positions applied in the approved budget for 2017/18 period.

	Variance	
General temporary assistance	($6 590.8)	(100.0%)

- **Management: proposed conversion and abolishment of positions**

172. The non-requirement of a provision for general temporary assistance is attributable to the proposed conversion of 39 temporary positions (31 international, 1 National Professional Officer, 7 national General Service) to posts and the abolishment of 10 temporary positions (9 international and 1 national General Service).

	Variance	
Facilities and infrastructure	$21 403.0	31.4%

- **Mandate: change in scale/scope of mandate**

173. The increased requirements are attributable primarily to: (a) the engagement of construction, alternation, renovation and major maintenance service providers and acquisition of materials in connection with new construction projects for five camps, including the development of four greenfield sites and construction of 78 buildings consisting of 30-person barracks, accommodation, dining facilities, water and wastewater management and minimum operating security standards compliance work to accommodate 900 additional military personnel and to improve the living accommodation for three 150-person uniformed personnel units; (b) the anticipated consumption of fuel for generators of 14.3 million litres based on the actual consumption patterns for the current period and taking into consideration the deployment of an additional 900 uniformed personnel, compared with 7.5 million litres included in the approved budget for the 2017/18 period; and (c) additional security services under the current letter-of-assist arrangement for an unmanned aerial system for intelligence, surveillance, reconnaissance/early warning operations to improve the safety and security of uniformed and civilian personnel.

	Variance	
Ground transportation	($110.3)	(0.6%)

- **Management: Reduced inputs, same outputs**

174. The reduced requirements are attributable primarily to the non-requirement for additional light passenger vehicles, compared with the number of vehicles acquired during the 2017/18 period. The reduced requirements are offset in part by the anticipated increase in consumption of fuel for vehicles, to 6.9 million litres, associated with the additional 900 uniformed personnel authorized by the Security Council and based on the actual consumption patterns for the current period, compared with 4.3 million litres included in the approved budget for the 2017/18 period.

	Variance	
Air operations	($27 873.3)	(31.5%)

- **Management: reduced inputs, same outputs**

175. The reduced requirements are attributable primarily to: (a) the lower guaranteed fleet costs and number of flight hours resulting from the replacement of two commercial search-and-rescue/aero-medical evacuation rotary-wing aircraft with night vision and thermal imaging capabilities, with two commercial utility rotary-wing aircraft, based on operational changes, compared with requirements included in the approved budget for the 2017/18 period; (b) the anticipated consumption of fuel of 8.1 million litres at an estimated average price of $1.100 per litre resulting from the reduced flight hours for fixed-wing and rotary-wing aircraft, compared with 10.7 million litres at an average price of $1.235 per litre included in the approved budget for the 2017/18 period; and (c) the non-renewal of the letter-of-assist arrangement for an unmanned aerial system.

	Variance	
Marine operations	($250.0)	(50.0%)

- **Management: reduced inputs, same outputs**

176. The reduced requirements are attributable primarily to the anticipated acquisition of 50 containers, resulting from the consequent impact of lower overall acquisitions, compared with 100 containers included in the approved budget for the 2017/18 period.

	Variance	
Communications and information technology	($5 962.9)	(13.9%)

- **Management: reduced inputs, increased outputs**

177. The reduced requirements are attributable primarily to: (a) the non-requirement for maintenance of equipment and support services, resulting from the completion of the installation of fibre-optic cabling for the local area network and telecommunications towers, and the one-time installation, survey and project management fees associated with the planning phase of improvements to Internet services for the Mission for the regional locations, compared with the services included in the approved budget for the 2017/18 period; (b) lower telecommunications and network services for satellite handsets, resulting from improved network access and connectivity in remote areas and non-recurring activation fees associated with satellite network services, compared with the services included in the approved budget for the 2017/18 period; and (c) the lower volume of spare parts acquired historically, which is reflected in the rate of 2 per cent of inventory applied in the calculation of the provision, compared with 4 per cent applied in the approved budget for the 2017/18 period.

178. The reduced requirements are offset in part by additional anticipated publication services for the printing and production of communications materials, including T-shirts, banners, wrist bands, notebooks with logos and information and other accessories, regarding the protection of civilians, zero tolerance for violence against women and children, transitional justice, and legal rights and procedures in the communities, compared with the provision included in the approved budget for the 2017/18 period.

	Variance	
Medical	($1 476.8)	(31.6%)

- **Management: reduced inputs and outputs**

179. The reduced requirements are attributable primarily to the non-requirement for medical products and equipment for the level II hospital in Bangui resulting from the end of the current hybrid arrangement, effective July 2018, between MINUSCA and a troop-contributing country with regard to its operation. It is anticipated that the hospital will be fully self-sustaining and use medical products and equipment provided by the troop-contributing country.

	Variance	
Other supplies, services and equipment	($16 603.9)	(29.9%)

- **Mandate: change in scale/scope of mandate**

180. The reduced requirements are attributable to: (a) lower costs for implementing partners and grants owing to fewer programmatic activities as they relate to weapons and ammunition management, security sector reform and disarmament, demobilization and reintegration, while the Mission focuses on core peacekeeping activities and priority geographical areas, in line with Security Council resolution 2387 (2017), and begins the transition of handing over a number of those activities to the Government, the United Nations country team and other partners; (b) lower

anticipated freight costs for the transportation of supplies, furniture and equipment, including from inter-mission transfers, from Douala, Cameroon, or Bangui, resulting from fewer anticipated acquisitions and inter-mission transfers for the 2018/19 period; and (c) the non-requirement for other services as they relate to internal meetings, packaging materials and couriers, compared with the services included in the approved budget for the 2017/18 period.

IV. Actions to be taken by the General Assembly

181. **The actions to be taken by the General Assembly in connection with the financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic are:**

(a) **Appropriation of the amount of $945,532,600 for the maintenance of the Mission for the 12-month period from 1 July 2018 to 30 June 2019;**

(b) **Assessment of the amount in paragraph (a) above at a monthly rate of $78,794,383, should the Security Council decide to continue the mandate of the Mission;**

(c) **Assessment of the amount of $354,574,724 for the period from 1 July 2018 to 14 November 2018 at a monthly rate of $78,794,383, should the Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 70/286 and 71/299, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

A. General Assembly

Cross-cutting issues

(Resolution 70/286)

Decision/request	*Action taken to implement decision/request*
Requests the Secretary-General to improve the ratio of substantive to support staff, with particular attention to the feasibility of nationalizing functions, especially Field Service level functions, to ensure that the civilian staffing structure is appropriate for the effective implementation of the current mission mandate and that it reflects staffing best practices across other missions (para. 20)	The budgeted ratio of substantive to support staff has improved from 60 substantive personnel for every 100 support personnel in the 2016/17 period to 65 substantive personnel for every 100 support personnel in the 2017/18 period. The present report contains a proposal to further improve the ratio to 114 substantive personnel for every 100 support personnel for the 2018/19 period. The Mission will continue to seek opportunities to nationalize functions, despite persistent difficulties in identifying national candidates
Urges the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions, taking into account the relevant provisions governing recruitment of United Nations staff, to enhance the transparency of the staffing process at all stages and to report on the steps taken and results achieved in the context of his next overview report (para. 22)	MINUSCA has completed 81 per cent of the selections for vacant international posts, and is actively encouraging hiring managers take selection actions in a timely manner. To reduce the recruitment lead time, the Regional Service Centre in Entebbe has been requested to onboard selected candidates within 30 days of receipt of the request from the Mission and to provide weekly reports on the status of onboarding and an ageing report reflecting timelines for each step of the onboarding process The challenge remains primarily with the recruitment of national staff, particularly with regard to the identification of qualified candidates, which has led to the re-advertisement of many posts. MINUSCA has implemented additional measures to attract candidates, including women in particular, such as a roster of qualified national candidates As at 30 June 2017, the actual incumbency rate for civilian staff, excluding government-provided personnel, was 78.2 per cent. As at 31 October 2017, the actual incumbency rate was 79.8 per cent. Those rates demonstrate that the Mission has reduced the recruitment lead time

Decision request	*Action taken to implement decision request*
Welcomes the continued efforts of the Secretary-General to mainstream gender perspectives in United Nations peacekeeping, and requests the Secretary-General to ensure that senior gender advisers in all United Nations peacekeeping operations report directly to mission leadership (para. 24)	The Gender Affairs Unit was redeployed to the Office of the Special Representative of the Secretary-General during the 2017/18 period and reports directly to the Special Representative. In the light of the decision of the General Assembly in paragraph 10 of its resolution 71/299 to downgrade the post of the Senior Gender Adviser from the P-5 to the P-3 level for the 2017/18 period, the Gender Affairs Unit is currently headed by a Gender Affairs Officer (P-4)
Recognizes the role of women in all aspects of peace and security issues, expresses concern about the gender imbalance in the staffing of peacekeeping operations, particularly at senior levels, requests the Secretary-General to intensify efforts to recruit and retain women in peacekeeping operations, in particular to appoint women to senior United Nations leadership positions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter of the United Nations, considering, in particular, women from troop- and police-contributing countries, and strongly encourages Member States, where applicable, to identify and regularly submit more women candidates for appointment to positions in the United Nations system (para. 25)	The representation of women across all components of the Mission has improved slightly. Efforts have been made by the personnel unit of the military force to recommend that some appointments be set aside for female candidates In 2015, the Force Commander issued a memorandum through the Special Representative of the Secretary-General to the Security Council to advocate with troop-contributing countries to increase the deployment of female military personnel to the Central African Republic, which would increase the percentage of women military peacekeepers
Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 31)	During the 2016/17 period, MINUSCA successfully installed 18 wastewater treatment plants, which have improved the Mission's management of liquid waste. In addition, more than 400 waste bins were distributed across the Mission to improve the collection of solid waste. During the 2017/18 period, the Mission will install an additional 23 wastewater treatment plants. Weekly broadcasts will continue in order to better communicate with and provide guidance to all peacekeepers on healthy and safe environmental practices, including waste management and energy savings to reduce the overall footprint of the Mission on the environment. The Mission has integrated solar technology into its operations through the acquisition of hybrid solar energy systems, removing part of the burden on the Mission's energy grid and thereby reducing its fuel consumption at those operational sites. MINUSCA has also successfully installed more than 200 solar street lights at several sites as of September 2017. Efforts have also been made towards synchronizing United Nations-owned generators, which will reduce energy waste and fuel consumption and optimize energy production

Decision request	*Action taken to implement decision request*
Further requests the Secretary-General to present in individual mission budget proposals a clear vision of the annual construction requirements by ensuring, as appropriate, multi-year plans and to continue his efforts to enhance the accuracy of budgeting, by improving aspects of project planning, management and oversight, with due consideration of operational circumstances on the ground, and to closely monitor the execution of works to ensure their timely completion (para. 42)	MINUSCA established a project management group chaired by senior management to develop, review, implement and control the Mission's major construction programmes. The group consists of a wide range of stakeholders of the Mission. All major construction programmes amounting to more than $1 million, whether of one-year or multi-year duration, are vetted by the group to ensure that the proposed programmes are in accordance with the operational needs of the Mission. The group designates a project manager for each major construction programme and provides the required oversight to ensure that costs are monitored and projects are completed in a timely manner
Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding a named official in mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards (para. 43)	The Acquisition Planning Section of the Mission undertakes the following actions in relation to oversight and internal controls in the areas of procurement and asset management procedures: (a) Checks available stock levels with the Mission's Integrated Warehouse Section before undertaking procurement activities, which aims to ensure reductions in reserves and/or excess holdings of expendables and non-expendables; (b) Consults with Headquarters and/or the United Nations Logistics Base to ensure compliance with asset management policies; (c) Creates acquisition projections that take into account the current and future requirements of MINUSCA; (d) Consults with section heads and Mission leadership for advice on cost-saving measures and other best practices in relation to procurement and asset management MINUSCA, through the Acquisition Planning Section, is committed to developing and executing strong and actionable internal controls that improve procurement and asset management systems, in full compliance with the established policies and procedures of the United Nations

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues (resolution 70/286)

(A/70/742)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee on Administrative and Budgetary Questions notes with regret that mission budget proposals for 2016/17 do not always comply with the requirement for all posts that have been vacant for two years or longer to be reviewed and the posts proposed for retention or abolishment (para. 46)	The Mission reviewed its staffing establishment for posts that have been vacant for more than two years for which the recruitment process has not been initiated, and has consequently taken them into consideration in the context of the proposed budget for the 2018/19 period
The Advisory Committee looks forward to reviewing the results of the analysis currently under way of the possibility of replacing part of the light passenger vehicle fleet with sedan-type, multipurpose and alternative-type vehicles. The Committee trusts that the mission vehicle acquisition plans for the 2017/18 financial period will reflect the outcome of this review (para. 160)	MINUSCA will maintain its fleet of off-road vehicles owing to the poor road conditions in the country, including the capital. A fleet comprising sedan-type, multipurpose and alternative-type vehicles would otherwise necessitate a high cost for maintenance. Implementation would be taken into consideration if road conditions improve in the future

Financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (resolution 71/299)

(A/71/836/Add.8)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee emphasizes the need to maintain a high level of awareness among peacekeeping personnel with regard to HIV/AIDS, trusts that the proposed new arrangements will have no impact on the services provided to Mission personnel and expects that an update on this arrangement will be provided in the next budget report (para. 55)	MINUSCA continues to provide HIV/AIDS awareness briefings to Mission personnel during the biweekly induction training sessions conducted by the Integrated Mission Training Centre

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see sect. I):

- **Post establishment**. A new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**. An approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**. An approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**. An approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**. An approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**. The following are three possible options for post conversion:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

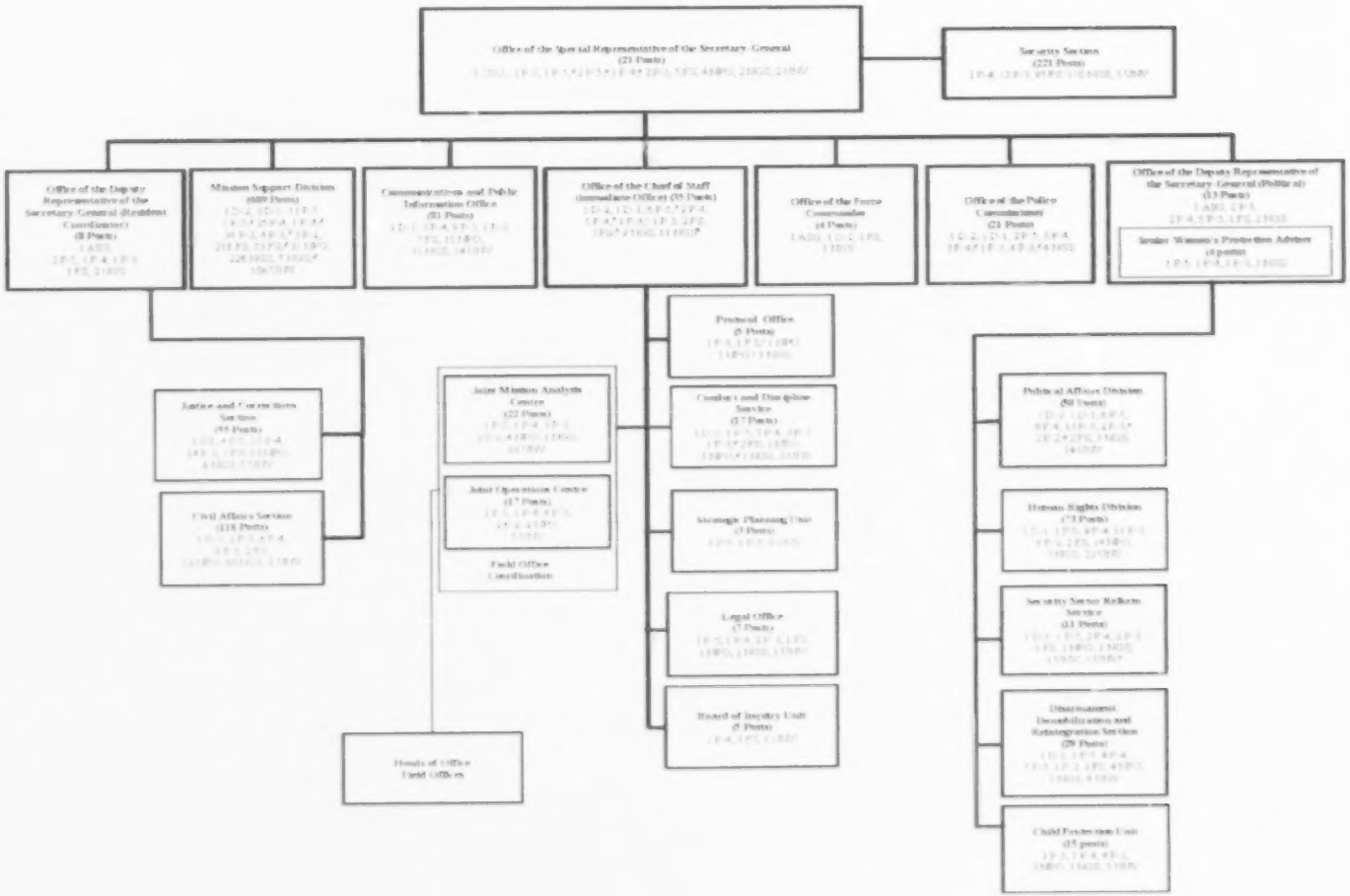
- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies

- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or arising from performance-related issues (e.g., underestimation of the costs or quantities of inputs required to produce a certain level of outputs, or delayed recruitment)

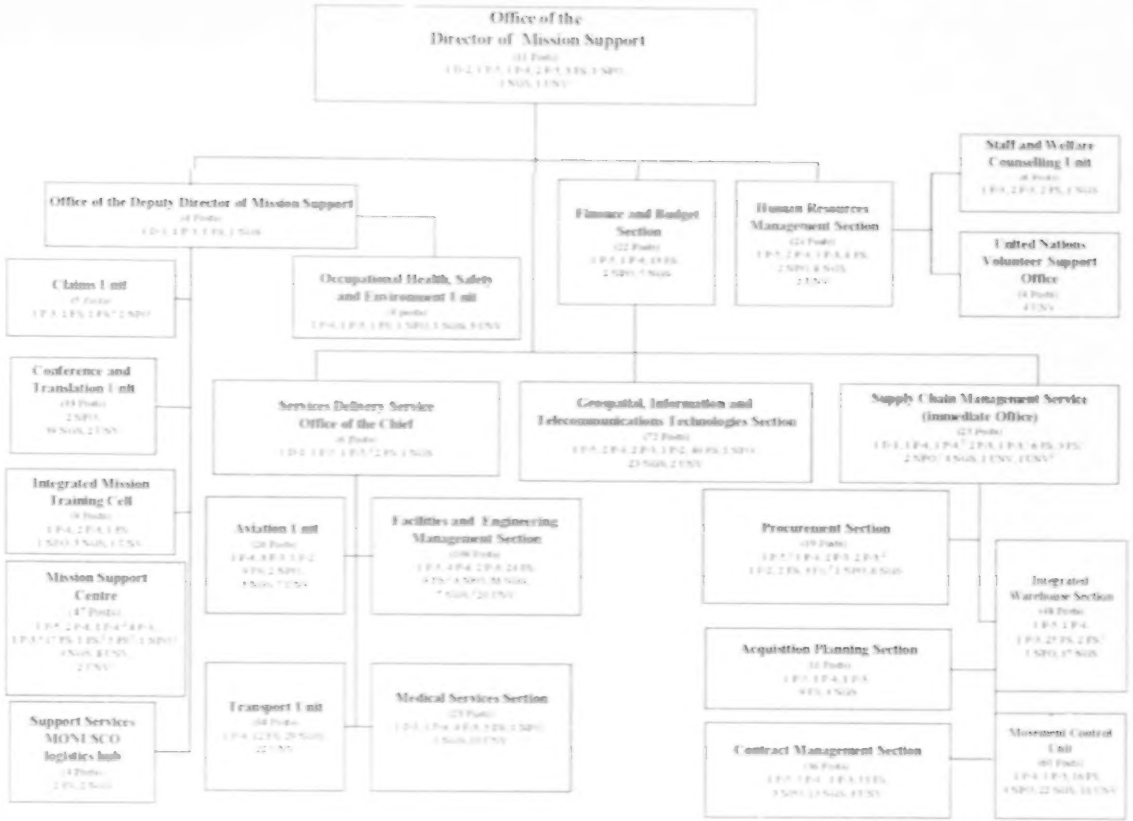
Annex II

Organization charts

A. United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic



B. Mission Support Division


Office of the Director of Mission Support
Office of the Deputy Director of Mission Support
Staff and Welfare Counselling Unit
Finance and Budget Section
Human Resources Management Section
United Nations Volunteer Support Office
Claims Unit
Occupational Health, Safety and Environment Unit
Conference and Translation Unit
Services Delivery Service Office of the Chief
Geospatial, Information and Telecommunications Technologies Section
Supply Chain Management Service (immediate Office)
Integrated Mission Training Cell
Aviation Unit
Facilities and Engineering Management Section
Procurement Section
Integrated Warehouse Section
Mission Support Centre
Acquisition Planning Section
Support Services MONUSCO logistics hub
Transport Unit
Medical Services Section
Contract Management Section
Movement Control Unit

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer; USG, Under-Secretary-General.

[a] New post.

[b] Redeployed.

[c] Reassigned.

[d] Converted.

[e] Reclassified.

MINUSCA
February 2018
CENTRAL AFRICAN REPUBLIC
CHAD
SUDAN
SOUTH SUDAN
CAMEROON
CONGO
DEMOCRATIC REPUBLIC OF THE CONGO
ZAMBIA
Am Timan
Birao
Ouanda Djallé
Sam Ouandja
Ndélé
Garba
Kaouadja
Mala
Kabo
Batangafo
Kaga Bandoro
Yangalia
Bria
Yalinga
Bambari
Sibut
Dekoa
Mbres
Bossangoa
Bozoum
Bouar
Baoro
Berberati
Carnot
Nola
Bangui
Mobaye
Mongoumba
Zemio
Obo
Rafai
Bangassou
Djema
Ippy
Kouango
Haute-Kotto
Mbomou
Haut-Mbomou
Nana-Mambéré
Ouham-Pendé
Ouham
Vakaga
Bamingui-Bangoran
Nana-Grébizi
Kémo
Ouaka
Basse-Kotto
Mambéré-Kadéï
Lobaye
Ombella-M'Poko
Sangha-Mbaéré
Haut-Oubangui
Mbaiki
Boda
Gamboula
Yokadouma
Moloundou
Salapoumbé
Ouesso
Sembé
Souanké
Kéllé
Mbomo
Mouloundou
Djoum
Sangmélima
Ebolowa
Kribi
Campo
Akonolinga
Mbalmayo
Yaoundé
Bafia
Nanga Eboko
Abong Mbang
Batouri
Kentzou
Garoua Boulai
Meiganga
Ngaoundéré
Tibati
Tignère
Banyo
Bankim
Mbé
Ngaoundal
Tchollire
Poli
Guider
Figuil
Mayo-Oulo
Mayo-Rey
Mayo-Kani
Mayo-Danay
Mayo-Sava
Mayo-Tsanaga
Logone-et-Chari
Diffa
Bosso
Nguigmi
Maine-Soroa
Goure
Zinder
Mirriah
Gouré
Tanout
Agadez
Arlit
Tchirozerine
Iferouane
Dirkou
Bilma
Fachi
Kaouar
Tanout
Aïr Mountains
Ténéré Desert
Termit
Tin Toumma Desert
Tibesti Mountains
Emi Koussi
Ennedi
Fada
Abéché
Am Timan
Biltine
Mongo
Guéra
Sarh
Melfi
Koumra
Moundou
Pala
Lai
Kyabé
Doba
Laï
Bongor
Mandelia
Kelo
Gounou-Gaya
Léré
Fianga
Kabbia
Gaya
Dosso
Gaya
Malanville
Kandi
Parakou
Nikki
Bembéréké
Kouandé
Natitingou
Djougou
Cotonou
Porto-Novo
Sakété
Pobé
Kétou
Abomey
Bohicon
Dassa-Zoumé
Savalou
Glazoué
Savé
Tchaourou
Ouesse
Bassila
Copargo
Ouaké
Cobly
Tanguiéta
Matéri
Boukoumbé
Kérou
Kouandé
Pehunco
Ouaké
Djougou
Bassila
Copargo
Savé
Glazoué
Savalou
Dassa-Zoumé
Bohicon
Abomey
Kétou
Pobé
Sakété
Porto-Novo
Cotonou
Ouidah
Lokossa
Comé
Grand-Popo
Athiémé
Dogbo
Klouékanmé
Toffo
Allada
Kpomassé
Ouidah
Abomey-Calavi
Sô-Ava
Aplahoué
Djakotomey
Dogbo
Klouékanmé
Toffo
Allada
Kpomassé
Sô-Ava
Abomey-Calavi
Ouidah
Lokossa
Comé
Grand-Popo
Athiémé
Aplahoué
Djakotomey
Sector West
HQ
BANGLADESH
NIGER
PERU
FPU CAMEROON 1
UNPOL
Sector Center
HQ
PAKISTAN
BANGLADESH
PAKISTAN
FPU RWANDA 2
UNPOL
UNPOL
CAMEROON
UNPOL
BURUNDI Sector
CENTER
MAURITANIA
FPU CONGO
UNPOL
FORCE HQ
JTB
UNPOL
EGYPT
GABON
RWANDA
QRF PORTUGAL
FRANCE
SOF BANGLADESH
EGYPT
INDONESIA
PAKISTAN
SENEGAL
SERBIA
MP NEPAL
FPU CAMEROON 2
FPU EGYPT
FPU JORDAN
FPU MAURITANIA 1
PSU RWANDA
FPU RWANDA 1
FPU SENEGAL
PSU SENEGAL
Sector East
HQ
CAMBODIA
RWANDA
SRI LANKA
UNPOL
FPU MAURITANIA 2
MOROCCO
UNPOL
UNPOL
Sector WEST
Sector EAST
TANZANIA
UNPOL
WEST
EAST
The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.
JTB Joint Task Force Ranga
Military Observer Position
National Capital
Prefecture Capital
Town, Village
Major Airport
International Boundary
Undetermined Boundary*
Prefecture Boundary
* final boundary between the Republic of the Sudan and the Republic of South Sudan has not yet been determined.